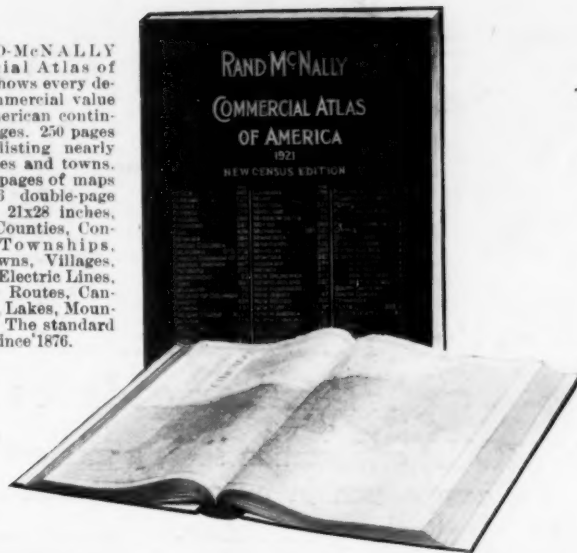


Sales Management



The RAND-McNALLY Commercial Atlas of America shows every detail of commercial value on the American continent. 540 pages. 250 pages of index, listing nearly 200,000 cities and towns. Nearly 300 pages of maps in all. 96 double-page maps, size 21x28 inches, showing: Counties, Congressional Townships, Cities, Towns, Villages, Railroads, Electric Lines, Steamship Routes, Canals, Rivers, Lakes, Mountains, etc. The standard authority since 1876.



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February, 1921

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Why the Sales Manager decided to use Travelers' Hotel Credit Letters

A few of the many prominent firms successfully using Hotel Credit Letters:

WILLIAM WRIGLEY, JR. COMPANY
Chicago

The continued use by us of your Hotel Credit Letters for our traveling representatives is the best recommendation we can give them.

William Wrigley, Jr., Company.

LAMB & COMPANY
Chicago

Your system fills a long-felt want for traveling men. It regulates their drawing on the firm, keeps them supplied with funds and provides a check on their expenses. Our men have used it with success several years.

L. G. Wolf, Secretary.

DIAMOND CRYSTAL SALT COMPANY
St. Clair, Mich.

Our salesmen cover the entire United States and in having your Hotel Credit Letters they are not delayed when not receiving their check on the day they expect it. By drawing a draft on us which the hotels cash they avoid losing time.

*C. R. Walker,
General Sales Manager*

TRUSSED CONCRETE STEEL COMPANY
Youngstown, Ohio

We have used your Letters for ten years and they have given us satisfaction in every respect, as they enable our men to secure funds at the various hotels. We recommend the system as a very convenient way for business houses to finance their traveling men.

*E. W. McDonald,
Comp.*

THE PARAFFINE COMPANIES
San Francisco

All our representatives use Hotel Credit Letters and speak in the highest praise of the advantages received by being in a position to present your Letters to hotels or banks, and have their drafts on us cashed.

*R. R. Ohea,
Secretary.*

THE following dialogue may take place between the traveling representative and Sales Manager of your Company just as it has many others—not in the same words—but in substance.

Sales Manager: "Do you mean to say that with our rating AA1 you experience trouble having our checks cashed at Hotels?"

Salesman: "Yes, I mean just that! I felt about it as you do until I saw it from the hotel man's standpoint."

Sales Manager: "Well, what is the Hotel's standpoint, as you put it?"

Salesman: "I presented a \$100 check to the Commercial Hotel and this is what the Credit Manager said:

'The corporation whose name is on this check has a high commercial rating, but I do not know the signature of the officers who signed it, nor do I know yours. We are willing to wire your company at your expense, asking for the date, amount and number of check issued to you; and if they give the right figures we will cash it.

Why does a business house such as yours place its representatives in so embarrassing a position? You may get Identification Letters, bought for a mere bagatelle from a corporation that protects hotels against loss. They would enable you to have your company's checks, your personal checks or your drafts on your company cashed cheerfully at all first-class hotels?"

Sales Manager: "You and the rest of our men will be supplied with Hotel Credit Letters from now on."

Our 1921 "Traveler's Hotel Guide," just off the press, showing the latest quoted minimum hotel rates, population of cities and explanation of our system will be mailed free of charge upon request.

Hotel Credit Letter Co.

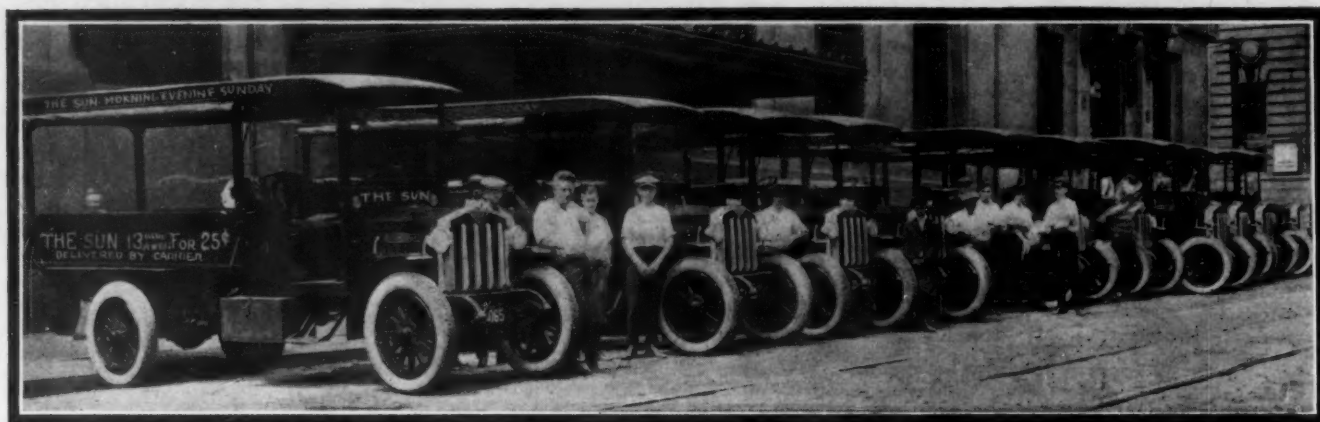
EDGAR A. WALZ, President

505 Fifth Avenue

::

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New York City



A Fleet of Trucks To Deliver Your Message

☐ Pictured above is the fleet of motor trucks which deliver the *Sunpapers* to the authorized Sun Carriers, who, in turn, deliver them into the homes of Baltimore.

☐ Baltimoreans appreciate this fast service. They rely on the *Sunpapers* to be first with the world's latest news, and the *Sunpapers* by living up to their expectations, receive their full confidence.

☐ So your message in the *Sunpapers* is delivered into the worthwhile homes where it is read and believed.

☐ The average net paid circulation of the Daily Sun (Morning and Evening) for the month of December, 1920, was 202,790, a gain of 32,394 over December, 1919, and that of The Sunday Sun for December, 1920, was 144,297, a gain of 14,751 over December, 1919.

☐ Ask our Service Department for data on the home delivered circulation of the *Sunpapers* and further evidence that

Everything In Baltimore Revolves Around THE SUN

Morning

Evening

Sunday

JOHN B. WOODWARD,
Times Bldg., New York

GUY S. OSBORN,
Tribune Bldg., Chicago.

Baltimoreans Don't Say "Newspaper"—They Say "Sunpaper"

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Renewals: Subscriptions are promptly discontinued upon expiration. Readers desiring to keep their files complete should renew promptly. Back copies cannot be supplied when subscriber fails to notify us of change of address.

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News Stand Copies: This magazine is not generally sold through news dealers. Copies can, however, usually be secured after the first of the month from the news stands at leading hotels, railroad stations and book stores in the larger cities.

Advertising Rates: Full page advertisements facing reading, run of paper, \$75.00 per insertion. Two-thirds page (across two columns), \$50.00; half page special island position, \$50.00; half page across columns, \$40.00; third page, one column, \$28.00; \$3.50 a column inch. Classified advertisements, 25c per line of seven words.

Closing Dates: First forms close on the tenth of the month. Final forms, fifteenth of the month. Publication date, twenty-fifth of the month, all preceding date of issue. To secure proofs of advertisements, copy must be in our hands not later than the tenth.

THE DARTNELL CORPORATION

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Sales Management

A MONTHLY JOURNAL
In the Interest of Better Marketing

Volume Three

Established 1918

Number Five

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*Nearly everybody worth while
reads nearly everything worth
while, Mr. Sell—*

Books on a Train

Proof positive that the public reads good books—and somehow the very books we recommend—is contained in this letter from Henry Blackman Sell, written en route to New York.

Dear H.: I enclose the exact literary contents of the Broadway Limited, exclusive of newspapers, which mean nothing. It is a remarkable record because it shows that, after all, the force of honest reviewing is being felt in America. Say what we will, people do buy books that are reviewed in an honest, entertaining way. I found on this train:

Three copies of "Main Street."

One copy each of "Moon Calf," "Potterism," "A Man for the Ages," "The Sea and the Jungle," "Old Junk" (Mine! It's bully!). "Mamma" (the owner of this book also had "Main Street," which he read all the time). "Instincts of the Herd in Peace and War," "White Shadows in the South Seas" and "The U. P. Trall," one and only one.

Now for the magazines. I found:

Six copies of the Cosmopolitan. (I'm paid extra for this kind of night work.)

Three copies of the Literary Digest.

Two copies of the American Magazine.

One copy each of Popular, Saturday Evening Post, Red Book, Forum, Dial, Popular Science and Breezy Stories (very soiled. I believe this belonged to the porter.)

Every single item was actually being read by a man except the Dial and Breezy Stories. The few women read newspapers or watched the telegraph poles come and go. I have always wanted actually to see a Dial reader. You know—actually doing it—but the Dial's seat was empty all the trip.

HENRY BLACKMAN SELL.
in the Chicago Daily News

and especially

Cosmopolitan

"America's Greatest Magazine"

FEB -3 1921

Sales Management

The Dartnell Monthly Magazine

Volume Three

Chicago, February, 1921

Number Five

How Goodyear Picks Salesmen

By R. C. Elliott

Manager, Employment Division, Sales Personnel Department, Goodyear Tire and Rubber Company

Time was when most any salesman could make a success in the rubber industry — especially, with tires. But competition of the keenest, most aggressive variety has long since supplanted this condition, and it will be interesting to learn from this article how one of the leaders in this country selects their salesmen, and of some of the things they do to minimize turn-over in this department. Mr. Elliott has had a ripe experience in this field and his daily contact with many candidates for sales positions qualifies him for your careful consideration of his views as expressed.

ONCE knew a fine old gentleman who was the guiding light of a large and successful business, and who had a peculiar fondness for Virginians. Half an hour's conversation about old Colonel so and so, or a few minutes enraptured dissertation on the beauties of the Blue Ridge Mountains would land you on his selling force in jig time—and the more Virginians you knew—the greater would be your initial salary. But he rode his hobby to the ground—not because of any disqualifications of Virginians as a whole, but because every salesman out of a job in his territory would sooner or later learn of the old man's hobby and dig up old family geography and tell the old man things about Virginia that would cause him to forget his income tax, cost of doing business, and a game of golf. He eventually caught on, but not until after he had hired and fired more supposedly perfectly blue blooded F. F. V.'s than any ten firms should have hired. Only a small percent of his favorites made good, and not until he turned the selection of salesmen over to a more methodical man did he get the results that his line and business reputation justified. Ordinarily a keen judge of human nature, he allowed this one generous fault to prejudice him unduly.

While an unusual instance, we find many men in charge of hiring salesmen just as faulty in their judgment as the old colonel. They think a man must be highly educated, that he must have a certain amount of executive ability, or that he must be a born salesman. We hold none of these pet theories at the Goodyear offices—if any one of us may have certain peculiar "Sot" ideas of selecting salesmen because of their birth, accent, or antecedents there are always two others who talk to the salesmen to check us up, and make all necessary allowances for that one's prejudices.

To my mind this is one of the most important phases of selection of salesmen—the ability to forget personal prejudices, "hunches", likes and dislikes and

Questions Mr. Elliott Answers:

Do you keep a record of turn over?

Would you employ a salesman with a spotted record.

Do you employ competitors' salesmen?

How much value do you place on references?

Do you average 40 per cent in picking winners?

all that sort of thing, but for fear that I am going to get into a long winded discussion on the subject of selecting salesmen, I am going to ask your attention to the list of questions in the box on this page to form a basis for a short outline of my experience in selecting salesmen. In answering these questions I hope I will have related something of my long experience that will be of interest and help to the readers of "Sales Management".

I believe most successful salesmen are "made". Once in a while we find one who is "natural born". The inherent desire to continuously succeed, coupled with true conscientious effort, and good hard work has brought more real successful salesmen into "being" than any particular outstanding capabilities that

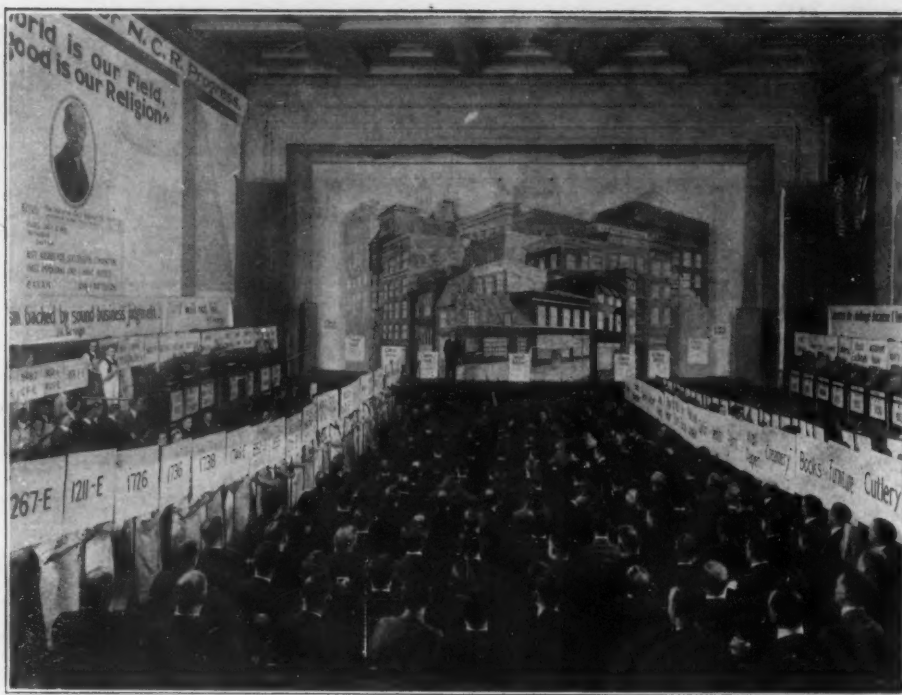
one man may have had over the other in the beginning. This "successful salesman" thing is as much a matter of the heart, as it is of any other one thing. Every human being is a salesman to a greater or lesser degree. Even the book-keeper who sells his statements to his auditor or chief accountant, is a salesman—and all things being equal—the book-keeper whose heart interest towards his work and his concern is the greatest, is most successful and commands the highest reward. So it is with the successful salesman—only to a much greater degree.

We all recognize that a salesman should apply himself fully and faithfully to his job. The right kind of a salesman gives his best effort while on duty. He should also realize that he never goes off duty as a salesman. He must constantly develop in his spare time—mentally, physically and spiritually.

Diversified reading develops mentality—proper exercise (of a competitive nature if possible) builds both mentally and physically—and he can build spiritually with truth in all of his actions. If he is truthful he cannot avoid demonstrating it. The man who knows most about his line is very often not the most successful salesman, unless he is truthful.

Throughout the world, the most successful salesmen are those who are greatest, mentally, physically and spiritually, and each of these are acquired through a process of development.

I have made no mention of personality, as a man who has a highly developed mentality, and is strong physically and spiritually cannot help but have a GOOD personality. Personality is nothing more than impressions gained from the sum total of all our experiences, and it may be a good personality or a bad personality. A salesman is "made" not "born".



National Cash Register Salesmen Attending C. P. C. Convention
Get a Graphic Illustration of Growth of Field

(2) Can anyone average 40% success in the selection of salesmen?

I would say "no", but I believe that three men can average 90% success in selection. From years of experience in the selecting of salesmen, I am convinced there cannot be a proper "meeting of the minds" where the sales manager or employer, is the only one who interviews the salesmen. There should be at least three visits (not interviews) with the applicant, by three different men, and the sum total of the opinions considered before arriving at a conclusion as to whether or not you consider the applicant as worthy of a place on your sales force. It is best that none should know the other's opinion until after all three visits with the salesman have been completed. Then, the necessary detail, such as application blank, references, etc., can be taken up.

(3) With what are you most concerned? An applicant's personality—educational qualifications, intelligence, practical experience, executive ability, adaptability to your organization? I would put personality first, adaptability to your organization second, intelligence third, practical experience fourth, educational qualifications fifth, and executive ability sixth.

If the applicant has a GOOD personality and is adaptable to your organization, he would naturally be intelligent, and could secure the practical experience necessary to successfully market your product (particularly if he has had some sales experience). Educational qualifications should have some weight, and more particularly so if your product is one that is technical or requiring technical experience. So far as executive ability is concerned, I would place the least weight on it. There is a great divergence of opinion as to what "executive ability" really is. You might consider one man a good executive, and five other sales managers who knew him just as

well as you, might consider him a poor executive.

At any rate, initially, it is impracticable to judge an applicant's executive ability to an appreciable degree. If you do, and that particular supposed qualification governs his employment to any market degree, I predict you will be more often "sorry" than "glad" for there are fewer successful executives by far, than there are successful salesmen.

(4) How much value do you place on references? (1) from previous employers—(2) personal references.

References from previous employers should be given the greatest consideration. Occasionally a previous employer will depreciate a salesman. In cases of this kind, whenever possible, a personal investigation should be made, and fre-

quently, much at I dislike to say, the cause will be a personal grudge—the salesman will really have a good record. On the other hand just as careful personal investigation should often be made of a man whose references are "all rosy". He may be well liked by his previous employers, who are reticent to say anything against his sales record, although they know he does not possess a GOOD personality.

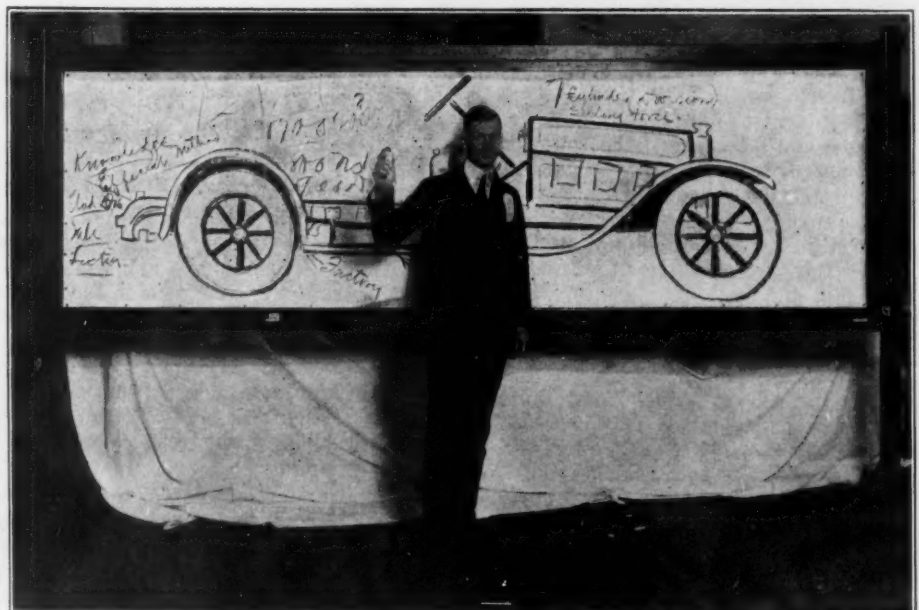
References from personal acquaintances or friends of the applicant are of very little value, except in cases where the man's previous experience is limited—such as young college graduates or young men just starting their career. In those instances, personal references are worthy of sincere consideration.

(5) Would you employ a man with a spotted record?—in other words a man whose previous sales record had been mediocre—even a failure? Yes! Some of our most successful salesmen have been failures with one or more concerns. Very few young salesmen prove extremely successful for several years after they start. Many of the rough edges have to be smoothed—or the polished edges toughened.

Then, with older, more experienced men, the way they are handled or have been directed has a great deal to do with their success and loyalty to their company—and they cannot be successful unless they are loyal. These latter men, taken at the psychological time often make big successes with one house after they were considered failures by someone else.

Success is a thing of the mind. The mere fact that a sales manager thinks a man is a success and is not afraid to express his thoughts, has really a great deal to do with the salesman's success. I do not mean by this, that a salesman should not be told of his short comings—but I do say—there is a right way and a wrong way to tell him.

(6) Do you employ your competitor's
(Continued on Page 274)



General Sales Manager Steffey Uses a Seven Cylinder Auto
to Illustrate Co-ordination of Selling Campaign

The Salesman Who Fumbles the Ball

By Eugene Whitmore

During the last few years sales managers have paid but scant attention to spoiled prospects. It was hard enough to take care of old customers, let alone new ones. But now it is different. Unless a steady stream of new customers is kept flowing into the business it will soon become stagnant. So it is high time that we begin to think about the men on our sales force who have a record for spoiling more prospects than they sell.

AFTER a thorough investigation the Burroughs Adding Machine Company have arrived at the conclusion that some of their salesmen were spoiling more prospects than they were selling. This was especially true of the new men, although by no means were they the only ones who let sales slip through their fingers from lack of knowledge of the line, and the uses of Burroughs machines.

A comprehensive program of education has been outlined by the sales and advertising departments of this concern and was put into effect the first of January. This course of instruction will not be confined to new men, but all members of the Burroughs selling organization will be required to study—experienced salesmen, and branch managers as well as prospective salesmen and juniors. A series of examinations from time to time will determine whether or not the men are actually putting in their time and getting the full benefit of the course. "Study As You Work" is the slogan of this campaign of education and it is so thorough that practically a year will be required for completion. It is probably the most extensive sales training course being used by any concern today, and it is expected will go a long way towards eliminating the fumbling of the ball by salesmen. A Burroughs man who receives a lead or an inquiry can approach the customer armed with the results of a year's intensive study plus all his actual experience in selling and demonstration. A certain amount of lively competition will be maintained by the publishing of grades attained as the studies progress. Two instructors have been assigned to each sales division, and will have supervision of the work in connection with the branch managers.

Is It a Wonder That Some Salesmen Fumble?

If a large percentage of trained salesmen like Burroughs men spoil as many sales as they make it is time for sales managers to find out how many sales their men fumble and the reason for it. Prospects and inquiries are too valuable and too scarce to be spoiled by loose sales methods these days.

A certain sales manager noticed that over half the inquiries he gave his salesmen never produced. Some of the inquiries were from telephone calls, others from letters, and some from old customers. The telephone inquiries came mostly from the advertisement in the classified section of the telephone book. In analyzing the cause of this the salesmen's attitude toward inquiries was found to

be partly the cause. They seemed to have the idea that all people who called up or wrote in were "shopping" and that only the lowest bidder could secure the business. In only rare instances was this found to be true. As a matter of fact it was found that quick service was the greatest closing argument that could be offered, and that in many instances price had little or nothing to do with it. It seems that whenever a salesman ran into a competitive salesman in a prospect's place of business, he came back to the office and used it to start an experience meeting among the salesmen about all the buyers who shopped around for low prices and who never bought anything without calling in everybody to figure on it. With this tendency corrected, and a greater insistence on results from every inquiry it was found that nearly of 75% sales could be made from inquiries. A record was kept of the salesman who closed the most sales from inquiries each week, and the next week he received the portion of inquiries that would ordinarily go to the lowest man. In this way each salesman worked hard to avoid being low man, so that he would not be entirely bereft of inquiries for the next week.

Mental Laziness the Answer

The sales manager of a roofing company hit upon an idea of using a press clipping service to get the names of companies proposing to build. The salesmen were sent these clippings from the towns on their route with instructions to get in touch with the men in charge of the building and endeavor to see that their brands of roofing were specified. A report of what was accomplished in each case was required. The salesmen usually called in company with the local building material dealer, and in some cases the architect was also visited. Results, however, were very discouraging. In digging into the matter the sales manager made a few calls on prospects in his home office territory and found one of the first questions asked was "I intended to use shingles, how much more or less will your roofing cost me?" A natural question, and it was found that the salesman had been in the habit of giving a half baked answer, giving only the difference in the cost per square. The builder, or property owner had a rather vague idea of the number of squares in the proposed roof, and therefore had little idea of what the difference in dollars and cents in his particular roof would amount to. After the salesmen were instructed to find out ex-

actly—or as near as possible how many squares the plans called for, and figure the actual cost of the roofing it was found much easier to get the specifications changed in favor of the roofing the salesman sold. Here was a case of laziness or carelessness on the part of the salesman that was costing a lot of business, but which was easily corrected once the sales manager dug into the reason.

When salesmen begin to fumble the ball, a grandstand seat may be comfortable, and out of the sun, but getting right down on the sidelines or in the game is about the only way you can make an "assist" or see exactly how the ball is being fumbled and the remedy.

A branch manager for a correspondence course noticed that many of his salesmen were never able to even see or locate the people whose names they were furnished with as having made inquiry about the course. These cards were returned to the advertising department with the notation "not interested," "Unable to Locate," and quite an assortment of alibis for not having consummated the sale. The branch manager personally took to investigating the leads secured from the advertising and found them very productive. However the fault with the salesmen was in a habit they had formed of not making the first call in person and their aversion to night work. Instead of going to the prospect's home in person they called him up. Naturally the prospects had visions of a "book agent," or a canvasser bothering them, and were reluctant to make an appointment for the interview. Usually they said, "Oh I changed my mind," or insisted on knowing the price before making an appointment to see the salesman. Upon being told the price the prospect generally declared he had no idea it was that high, and refused to make an appointment. The branch manager eliminated the use of the phone to make first appointments. Personal calls were ordered, and results immediately began to improve, and soon the salesmen couldn't get enough leads to follow up. In this case the ball was fumbled by trying to make a play too quickly, or in not getting a thorough hold on the ball before throwing, so to speak.

This Man Tried to Play "Short," "Third" and "Second" at One Time

A salesman for a house that sold a varied line of products was not making good. He had been hired from a firm who only made one product, and one that was sold to practically every business house. This salesman worked on the

theory that the more calls the more business. He made little preparation for the individual customer, and in spite of the fact that he "exposed" himself more often than other salesmen he didn't get a sufficient volume of business. The sales manager felt it was a shame to lose any man as industrious as this fellow, so he set about to correct his habits. First he made out about a dozen prospect cards, and gave the salesman orders to call on only these prospects that day. So and so is interested in No. 1461. Don't show him anything else." "This man should buy our No. 947" and so on. A little coaching on the difference in the articles, and their application to certain specific lines of business was given the salesman. He had real selling ability and made the most of these instructions. That night he came in with three orders. The result of the specialization as against generalization. Often salesmen with large lines, forget that the average

buyer can be sold only one or two items and that it is generally up to the salesman as to which of the various articles will be sold. Here is where a knowledge of the customer's business comes in handy. A purchasing agent recently told the writer that half the salesmen who called on him had only vague ideas as to how, why or where he used their products. Here is a fertile field for education of the salesmen by the sales manager. As outlined above the Burroughs sales department lay considerable stress on teaching the salesmen to learn the customer's requirements, and his business, as well as the various selling features of the machine or line itself. You have often sat in the grandstand and almost had nervous prostration while you watched both center and left fielders go after the same fly. Generally they collide and fumble the ball. A similar case is where the salesmen juggles with two or three selling points and fumbles

them all, confusing the buyer and losing the sale.

Most salesmen do not realize what it costs the home office to dig up prospects. In some lines inquiries cost as high as four or five dollars each. One firm used the following method of impressing the salesmen with the cost and the value of the inquiry. Whenever a lead is furnished the salesman he is billed with a memorandum charge, showing the actual cost of the inquiry. When the order is forthcoming he is given credit. At the end of the month or year the cost of unsold inquiries are totaled and the salesman is requested to go over each charge and locate if possible any chances for paying up the charge by re-interesting the prospect, and making the sale. Those prospects which cannot be sold are charged to "profit and loss" or "uncollectable accounts". The sales manager is thus given an opportunity to vividly impress the salesman with the necessity of keeping the "uncollectable accounts" down to a minimum.

In Every Office—Every Day—



Some question of geographical information or commercial statistics arises.

With the new census edition of

CRAM'S MODERN REFERENCE ATLAS

THE STANDARD SINCE 1867

on your desk, you never have to guess the answer. You can know—quickly and accurately. Location and population of towns—the distance between cities—the quickest routes of communication and travel—the latest census statistics and postal information—these and hundreds of similar questions are all answered in this new edition of Cram's Modern Reference Atlas—the standard authority since 1867.

Why You Need a New Atlas

Since the 1910 census was taken, the population of the United States has increased by over 15 million. Hundreds of new towns have been built. More than 15,000 miles of steam railways and 7,000 miles of electric roads have been constructed, while many miles have been discontinued. Thousands of new post offices have been established—thousands more discontinued and supplied by rural delivery. In the old world, Europe has been made over. New nations have been created—old boundary lines wiped out. We are living in a new world.

New maps and new statistics are vitally essential this year. With its new world maps, its large double page maps of the states and large cities of the U. S., its new census statistics and its valuable descriptive gazetteer of the entire world, Cram's New 1921 Modern Reference Atlas should be in every office, bank, store and home.

The price of the new edition Modern Reference Atlas is \$19.50, transportation prepaid to any point in the United States. In our 55 years of atlas publishing, we have never offered a bigger value.

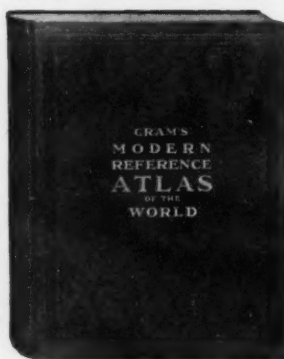
Descriptive circular, with sample maps, sent on request

The George F. Cram Company

Atlas Headquarters—Established 1867

119 N. Market St., Chicago

119 Nassau St., New York



Size 12x15 inches—496 pages, weight 10 pounds. Nearly 300 pages of maps, including 90 double page maps of states, large cities and foreign countries. More than 250,000 places indexed. Descriptive gazetteer of each state and foreign country. General resume of postal information, etc. Printed on finest quality heavy map paper, bound in buckram.

Additions to the Dartnell Staff

Eugene Whitmore, who will be remembered for his articles which have been appearing in Sales Management during the past two years has joined the Dartnell Editorial staff. Mr. Whitmore began his selling career as a salesman for Liggett & Myers in Southern territory. Later he came to Chicago and for several years was connected with "The Specialty Salesman Magazine". Prior to joining the Dartnell staff he was connected in a sales executive capacity with the Cruver Manufacturing Co. of Chicago.

Wilson Connolly, who for the past two years has represented The Dartnell Corporation in the field has resigned to become associated with his brother in business. His territory has been taken over by R. H. Palmer, who has resigned as secretary of the Sales Manager's Bureau of the St. Louis Chamber of Commerce. Mr. Palmer's headquarters will be in St. Louis. Frank C. Thomas has been appointed Eastern Advertising Manager for Sales Management Magazine, with offices at 116 West 39th Street. Mr. Thomas is a well known New York advertising man being for some time a solicitor for the J. Walter Thompson advertising agency.

Sales managers will be interested in the case of Rathbone, Sard & Company vs. The Champion Steel Range Company. In this case a U. S. Circuit Court of Appeals held that manufacturers were not responsible for the fraud of dealers, inasmuch as the manufacturer had done nothing to deceive or beget confusion, and that the dealer had knowingly palmed off its product as that of another. Unfair competition was defined by a Kentucky court as the palming off of one concern's goods, for the goods of another. It was held that proof of actual deceit was unnecessary—if intent to deceive was proven.

Guiding human decisions

Fixed laws found to underlie all human actions—now applied to influencing millions of buyers

Every executive has met and overcome difficult problems in personal selling. In closing big deals, his own skill in adapting a presentation to a special personality is often needed to secure a favorable decision.

But what of the millions of men and women who buy at the dealer's counter? Every order on the books depends on their personal decisions. Yet personal selling cannot be brought to bear. They can only be reached as a group by advertising.

Thousands of different personalities must be influenced by a message that cannot be varied to suit individuals. Only through a special knowledge of how people in large groups think and decide, can these vital decisions be won economically.

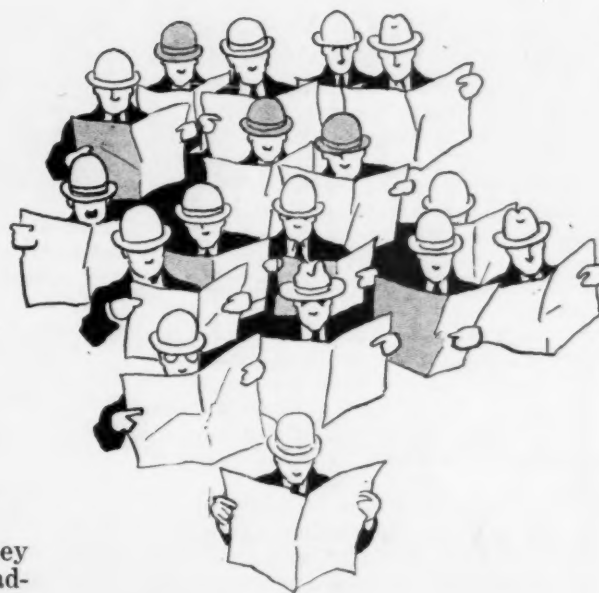
How the actions of large groups can be definitely calculated

Henry Thomas Buckle, the historian, was one of the first to analyze the actions of people in great masses. He made striking discoveries in the cities that he studied.

He found that the percentage of crimes scarcely changed from year to year. This percentage did not vary even for people of different ages—nor for the weapons used.

Letters mailed absent-mindedly, without addresses, represented an almost constant percentage.

Accumulated evidence made it clear that the decisions of people in large



groups could be accurately calculated according to fixed law.

Today the rate of suicide in 100 American cities has been nearly constant for ten years. Yet it varies from 8 in 100,000 in Cambridge, Mass., to 50 in 100,000 in San Francisco. Special conditions of living, of climate, of business, regulate this most personal decision of men and women in large groups.

Whether in matters of life and death or in buying a pair of shoes, a definite percentage of every hundred thousand people is always acting in response to a special set of conditions. For every type of decision—for every sale in retail stores—basic laws govern the actions of people in great masses.

A careful study of these laws of human action over a period of years has been an important factor in the work of the J. Walter Thompson Company. In many different fields we have helped our clients build volume and net profits by preparing campaigns that guide human decisions.

J. WALTER THOMPSON COMPANY

NEW YORK CHICAGO BOSTON CINCINNATI LONDON

A Better Way Than Firing

By A. MacLachlan

Secretary and Sales Manager, Square D Company, Detroit

Mr. MacLachlan is credited with being one of the most successful sales leaders in the electrical specialty field. He has been instrumental in building up the sales of his concern from sixty thousand to several million dollars in five years. Of course, a good product and circumstances have helped, but the main reason has been his undisputed ability to get results from his salesmen. The following article is a digest of an interview which appeared in a recent issue of Forbes Magazine.

WHEN I asked A. MacLachlan what he thought of business conditions he related his experience in a football game recently. "I played a little football in school, but until last week my interest in the game for the last ten years has been confined to a seat in the bleachers, and the sporting pages. Last week on the way home from work I passed the park where the local high school team was practicing. I butted in where I had no business to teach the boys a few tricks. I found they didn't know how to run back punts and, of course, I showed them how—once. A youngster about sixteen made a very pretty flying tackle and, believe me, the old fan 'bit the dust.' I went home in a taxi.

"I should have known better. I wasn't in any condition for running back punts. I was soft, short-winded, and all out of condition. Do you think I'm going back there to try again? I should say not! I'm going over to the gym and start on the weights and build up again.

Most Salesmen Out of Training

"What do I think of business? It's in the same condition I was in when I ran back that punt. There isn't a man in the game who has played football for four years until this fall, and we're attempting to get back into the game as soft as a bunch of finishing school girls. Every man that's gone out to actually 'get' business has come home in a taxi. We've been sitting on the side-lines in a seller's market. It's a buyer's market now and we've got to get into condition to play ball. All this pessimism is nothing more than the sting of the first few bumps. They hurt—and threaten our courage."

"Selling needs speeding up, during the past few years production has been speeded up, and all our energies have been devoted to the business of greater production, but now that we are back on a competitive selling basis our sales organizations have got to get back to work. My men must have a definite selling plan we must make it easy for the customer to buy." In addition to this, Mr. MacLachlan thinks that above all else of importance in selling is the human element, and the ability of the sales manager to demonstrate his superiority as a salesman rather than as a disciplinarian. "The sales manager who depends for his discipline on his ability to bulldoze, in time will seek the level to which he belongs. The sales manager

should gain the confidence of his men on one basis only, the basis of being a master craftsman".

"Let me illustrate. Several years ago I was appointed a sales manager of a supply house. Being rather young, my ability was questioned by members of the sales organization. When I took my place at the sales manager's desk, the salesmen with whom I had been working immediately began to make trouble. They didn't believe I was big enough to put over the job. I knew it was my business to lick every man in the organization mentally. Don't misunderstand me. I do not mean mentally browbeat, but I meant to convince each man that I was capable at any time of going out and doing his job and doing it better than he was doing it, simply because as a sales manager it was my duty to analyze conditions and have a broader grasp on any one situation.

Showing the Man From Missouri

"To put my idea over I selected the most obstinate man on the force, and perhaps the best salesman. I called him into my office. I said: 'John, how does it come that you are not getting any business out of Indianapolis?' John replied: 'You know just as well as I do, Mr. MacLachlan, that we have not been doing any business there for twenty years, that a Chicago distributor has had the business sewed up, and it's impossible for us to get it.' Then I came back with: 'I think, John, that is just an alibi, and I want you to go to Indianapolis at once and sell three contractor-dealers a bill of goods.' John went white and in an even tone said: 'It can't be done: I can't do it and neither can you, Mr. MacLachlan. I refuse.'

"Instead of firing John, I told him to go out and get and order blank and his hat and coat. When he came back I put on my hat and coat and told him to follow me. We got the evening train to Indianapolis, and the next morning I sent John alone to each one of the dealers that we had in mind. He reported at the hotel at noon that they could not be sold. Then I went out in the afternoon with John, and I sold every man on the list a fair sized order.

"When we got back to the hotel John was pretty 'low.' He said very little during dinner. After dinner he went up to his room. I let him alone. At eleven o'clock he came to my room, rapped on the door and came in. He said, 'Mr. MacLachlan, I am wrong. I want to apologize to you. When I said it couldn't

be done I honestly felt it was impossible, but you have done two things today: you have not only sold these customers but you have also sold me, and from now on everything you say goes with me.'

"That man today has charge of our largest territory and is doing a business that is both a credit to himself and to the Square D Company. It was necessary for me to convince him that I was a better salesman than he was.

Qualities of Good Men

"In looking over an applicant for a position, the first thing I try to do is to discover whether the man is a sales type—a promoter or a conserver type. Good spenders, as a rule, make better salesmen but not always.

"The next thing I look for is enthusiasm. A man has to be high strung. I would rather he would make a lot of mistakes and fly off the handle. He wants to be a piece of steel with a whip to it and snap back. He is temperamental, he is up and down, discouraged and over-enthusiastic. If handled properly, he is better than the even-dispositioned man.

"Of course, loyalty is fundamental.

The Heart Is Mightier Than the Head

"Another quality I always look for is clear thinking. If a man talks disjunctedly he thinks disjunctedly. Thinking is nothing more than thought with a purpose. The architect that draws a plan for the construction of a building is a thinker in the process. Unless a man is continually drawing plans in his mind's eye of what he is going to do, and where he is going, he is of no use to us. A man must think straight to some conclusion—even though the conclusion may be erroneous. We haven't any place for any Hamlets in our organization. I would rather have a Don Quixote than a Hamlet.

"After all, it is not the merchandise that convinces the dealer it is the personality of the salesman; it is the good will of the house itself—that little touch of human kindness, the heart-throb that goes with the sale, that builds a permanent business.

"A short time ago I saw 'Mary,' a clever musical comedy. The leading man had invented a portable house which sold for \$4,200, but he couldn't sell it until the girl in the show pointed to the house and said: 'Why, it's a love-nest built for two.' That statement illuminated the whole show and made that little house stand out like an oasis on the desert. It put feeling into the lumber; it stirred

Milwaukee Purchases High

\$54,552,000 Increase for November, 1920

Important sales data has been given in one of the country's leading economic services. It contains the latest, authoritative figures available on this subject.

Milwaukee purchases for the month of November, 1920, amounted to \$288,907,000. This was \$54,552,000 in **excess** of the purchases for November, 1919. The gain was over 23%.

During the same period, 62% of the 179 largest cities in the United States and Canada showed **decreases** in purchases.

Sales Costs Lower in Milwaukee

Now is the time when every watchful sales manager must pick territories of proved purchasing power. He should select those where sales possibilities are high and selling costs low.

Leading national advertisers have found that it costs less to get dollars in Milwaukee than in most other cities. Conditions substantiate Milwaukee as being one of the country's major markets. It forms a compact area for the most economical and successful merchandising efforts.

600,000 buyers live in Milwaukee and the territory comprising greater Milwaukee. Note this fact carefully. The

newspaper situation is essentially different in Milwaukee. It is necessary to use only The Journal to influence the big majority of buyers. For The Journal is read daily in more than 110,000 homes. It reaches 4 out of every 5 English-speaking families in Milwaukee, at one low cost.

Concentration in The Journal enables you to secure extra lineage. You obtain 4 times more space with an equal appropriation, than if you employed all Milwaukee newspapers. Duplication of advertising costs is eliminated. And with The Journal exclusively, you cover The Milwaukee market thoroughly and effectively.

The Milwaukee Journal

Harry J. Grant, *Pub.*

O'MARA & ORMSBEE, Inc. R. A. Turnquist, *Adv. Mgr.*
Special Representatives
New York Chicago

the emotions; it wasn't a house; it was a home. Until a salesman can put this heart-throb into his merchandise, he isn't a success."

His Idea of a Definite Selling Plan

MacLachlan's idea of a definite selling plan is two fold. First the salesman must determine in advance the amount of goods he is to sell the dealer; second, he must give the dealer plans, and show him how he can sell and make money on the goods. "Definite selling plans start with the training of your salesmen.

"Narrow your interests down to one thing; the product they are selling. Make them cut out every influence in their lives that gets them off the track.

"The first thing in the morning before they leave the hotel, my men have got to adjust themselves mentally—sit down and plan every step of the day's work. They must get vibrating before they get in the prospect's office.

"Every point in the sale is rehearsed before entering the customer's office.

"As we sell a product to dealers who resell it to the ultimate consumer we must show the dealer how he can make money on our line. We then give him a selling plan that will move our goods from his shelves, which he must use with our assistance.

"Before our men enter a dealer's place of business, the order they expect to sell is already written on the order blank ready for him to sign at the right moment. This keeps our men from compromising.

"Every interview is opened with a question which the prospect must answer favorably. This gets him mentally alert and puts him in the picture. He becomes a part of the sale.

"Then we go over the mechanical features of our proposition. Every man must carry a sample.

"Remember, the dealer is not in business for his health. We must show him how we can help him to make money—and all of the reserve force of the salesman is used on this point, namely the benefits to be derived from buying with the merchandise a definite plan of selling.

Mr. MacLachlan is confident that prosperity is just around the corner, and that there is plenty of business for all who are willing to work for it.

"Until business realizes that it must get back to the fundamental laws of selling, and go out and create business, business is going to stay in this uncertain period of readjustment. We're not sick. There's nothing organically wrong with business. We've got bumped pretty hard, and we were too soft to take the bumping. But American salesmen are not easily licked, and I believe that by spring the whole force is going to be in the pink of condition and going strong."



YOU don't send a salesman one day with half your proposition and some other day send another with the other half. Then why send a sales letter that will be received one day and trail your supplementary matter along to be received some other day, when the prospect has forgotten your proposition?

"Letter-Pack-It" System

takes *both*—your sales letter and supplementary matter—to your prospect at the *same time*. When he reads the letter and his interest is aroused, he inspects the accompanying matter. The combination gets *action*.

"Letter-Pack-It" System

1259 Holden Avenue
Detroit, Mich.

Let's have your whole story—we're interested.

Name

Firm

Street

City

"Letter-Pack-It" is double-jointed. One side for the letter; the other for the accompanying matter. Postage classification the same as though mailed separately. The coupon will bring you the *whole* story.

"Letter-Pack-It" System

(Reg. U. S. Pat. Office)

1259 Holden Ave.

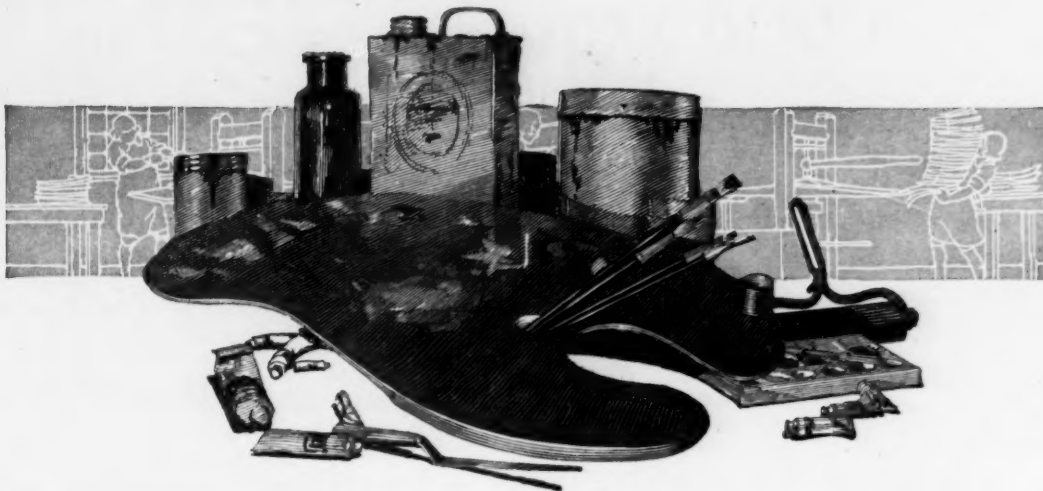
Detroit, Mich.

Sales Success Depends on Analysis—Rather than Wealth of Territory

"Success in sales operations depends less on the large chances of virgin territory, where boldness was the chief equipment of the pioneer and a wealth of natural resources yielded rich finds to the crudest methods, than on a scientific analysis of the locations of markets and a precise economy of means to reach a predetermined goal," says Edward H. Gardner, Professor of Business Administration, University of Wisconsin, writing in the initial issue of "Administration," a journal of business analysis and control a new publication appearing for the first time in January. It is published by the Ronald Press Company. He further states. "The time will never come when tables of figures will take the place of brains. Records in themselves are of value only when utilized by the interpreting intelligence and "sales sense" will always be as much a factor in disposing of the years' output as a military genius is a factor in manipulating the enormous scheme of modern warfare so as to bring final victory."

Among other leading business and industrial captains, J. Ogden Armour, Judge Gary and Charles Schwab have voiced the opinion that business is rapidly being stabilized and that the recent depression was healthy, and that good business is practically at hand.

Actual competition in the same field must be proven before relief may be expected from the courts where one concern seeks to prevent another from using similar methods or marks of identification. The British-American Tobacco Company and The British American Cigar Stores Company case provide evidence of this. The courts refused to admit that there was unfair competition for the simple reason that one concern sold principally to consumers while the other sold only to dealers or wholesalers.



Pigment and Inspiration

Pigment, or color, is but certain chemicals in combination. It is lifeless, and useless—until inspiration transforms it into a picture. When artists begin to work, color starts working too—and becomes the brilliant, virile expression of art, commerce, home-life, dress and that great motive element called selling-force.

In this business, inspiration is master-craftsman. Mixed with pigment, it transforms prosaic cardboard into folding boxes, cartons and wrappers as individual as men. Paper, full of quality, but holding little of interest save its snowy lustre, becomes labels of the finest character—created by knowing and agile minds; and executed by unerring mechanical process.

Into these creations goes selling force—and a sparkle that make, on a merchant's shelf, bright targets for the eye. The manufacturers who use these pieces of transformed paper and cardboard, we number in thousands. They are known from one end of the country to the other, as concerns bent on making only high quality goods.

We make too, life-like cutouts and window trims and posters that link advertising and buying impulse. Covers and color-inserts for high-powered catalogs are no small part of our work. In this branch, goods are shown with graphic precision by a patented method of reproducing fabrics that gives them realism never approached before.

Not the least of our activities is the making of rarely fine calendars, with the works of renowned artists as their motifs. Great paintings are perpetuated—not merely reproduced. Color and character are held intact. And in passing, this concern has been signally honored by being chosen to reproduce in printed form, pictures in the Metropolitan Museum, New York.

We invent trade-names and design trademarks. We search titles of old ones. Our trademark bureau contains 730,000 trademarks registered and unregistered. Without charge, customers may quickly ascertain whether or not any contemplated device can be registered, at a saving of time, money, and often troublesome and costly litigation.

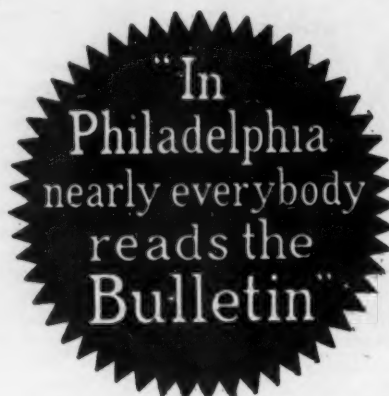
If you are interested in fine printing craftsmanship, write us on your business stationery for the most realistic specimen you have ever seen.



THE UNITED STATES PRINTING & LITHOGRAPH CO.

Cincinnati, Baltimore, Brooklyn.

City
Population
1,823,779



Separate
Dwellings
390,000

National advertisers and advertising agencies who are now planning "1921" advertising campaigns in the daily newspapers think of The Bulletin first when they think of Philadelphia.

Practically every home, office, store and factory in Philadelphia and its vicinity is reached each day by The Bulletin.

The Bulletin's quick, careful and complete telling of the day's news makes it Philadelphia's preferred daily newspaper.

Dominate Philadelphia

You can at one cost reach the greatest number of possible consumers in the Philadelphia territory by concentrating your advertising in the newspaper "nearly everybody reads"—

The Bulletin

Net paid average circulation for the six months ending October 1, 1920, as per U. S. Post Office report; 488,151 copies a day.

No prize, premium, voting coupon or other artificial methods of stimulating circulation have ever been used by The Bulletin.

"Action"—Lots of It—Marks N. C. R. C. P. C. Convention

The annual meeting of the Hundred Point Club of the National Cash Register Company at Dayton is a sales event that is followed closely by sales managers. There may be bigger gatherings of salesmen, and there may be better conventions, but there seldom has been a meeting of the C. P. C. that did not make history. The 1921 meeting was no exception, as the following report by a representative of Sales Management who attended it will show.

MOVING pictures, a pageant of over 450 men, public installation of officers of the Hundred Point Club, a convention edition of the N. C. R. Daily newspaper, a grand march across the 1921 "Bridge of Success" actual store demonstrations, and playlets and many other sensational stunts kept up the interest of over 800 National Cash Register 100 Point Salesmen who attended the annual convention last week in Dayton.

At no time during the week was there any attempt to minimize the changed selling conditions. It was constantly driven home that in order to reach their quotas the men must use 1914 and pre-war selling methods and energy.

Vice President J. H. Barringer gave a hint as to what may be expected in the future as to territories. "Before many years a salesman will be assigned to one of the large office buildings in the cities like Chicago, New York, Philadelphia. They will consider the first four or five floors their "city" territory, and all above that their "provincial" or country territory." While it is possible that Mr. Barringer intended that only as an illustration, it shows the trend of their thought, and at other times it was definitely stated that smaller territories and more salesmen would be profitable to company and men alike. About 2000 to 2700 merchants comprise a salesman's territory. Mr. Barringer further said, "We are optimistic for the future, but we must back it up with good sound business judgment and hard work".

Interest Is Maintained by Illustrated Talks

As many of our readers know one of the cardinal principles of the N. C. R. people is sell by eye as well as by ear. So they visualize everything they want to get over, not only in their talks, but in their printed matter, advertising and manuals. C. E. Steffey, general sales manager made a short but interesting talk on the general organization, comparing the entire force to an automobile, because, as he said "All our men own and understand autos". He said: "The selling force is like a seven cylinder engine, our seven sales divisions being the driving power of the organization as a whole. The factory is the chassis, and the gas tank is filled with 'Knowledge of the Business and Field', 'Efficient Selling Methods', 'Advertising', etc., and the car loaded with our long line of machines will speed ahead in 1921 at a greater rate of speed than ever before."

Broadening the sales field and a closer working of territories was vigorously advocated. Reports of trade investigations and a tabulation of the results of certain investigations on objections to several models were discussed. The factory men participated in many of these discussions. N. C. R. salesmen have been taught to accept and welcome instructions and suggestions from the inventors and mechanical men. One talk was devoted to a certain machine. While the speaker was talking six large racks were wheeled upon the stage—on them were hooks for about 12 display cards. As a certain point was reached in the sales talk, a boy entered from behind the scenes and hung a card in its place on the rack. For instance the speaker would mention the fact that many errors were made in adding the total amount of the customers purchases; this was the cue for a boy to walk out and hang up a card on the frame bearing the caption, "Errors in addition cost money and lose customers." When the talk was completed the entire display showed nearly a hundred causes for loss by using out of date machines. In this progressive assembling of the display coupled with the speakers explanation the salesman had a bird's eye view of the various points to bring out in their sales canvass. It is easy to forget these definite points almost as fast as the speaker names them, but with this large frame of placards the audience was furnished with a graphic synopsis of the talk. It was visualized as the talk progressed.

The afternoon of the first day was devoted to a trip through the factory by the entire selling force. Each department made special display showing the various parts they made and how they were assembled into the finished machine.

How they dramatize a new machine.

This year the company offered for the first time a machine that has been promised the men for a number of years. Here the N. C. R. policy of teaching through the eye again demonstrated on a huge scale. The idea was to impress on the men the vast amount of preparatory work that had been done to bring out this machine; also to show how much faith the factory has in it. A long line of registers were displayed across the stage of the school house, which served as a convention hall. B. M. Shippey, of the inventions department, outlined the evolution of the cash register from the very first type of machine built. Back of this long line of machines on the

stage was a huge replica of a cash register shipping box, lettered with box car letters "To Be Opened 1921." On the opposite side of the stage in one corner of the factory was reproduced wherein various stages of manufacture were shown. Tool making, pattern making, enameling, assembling and various other operations were shown.

In one operation an actual reproduction of the foundry was displayed, several workmen bringing in a batch of molten metal and pouring it into the mould. This was particularly impressive and brought forth a round of applause. The great detail, and the vast amount of work necessary to stage this show will give the reader an idea of the thoroughness of the N. C. R. methods.

While these various operations were being shown over 450 men marched onto and across the stage each bearing a placard with some interesting fact about the manufacture of this new machine. A fife and drum corps kept the men stepping lively. With this lasting nearly an hour the men were worked up to a high state of interest, and all were anxious to see the new machine. At a dramatic moment, just after the last man had passed Mr. F. B. Patterson, Vice-president and son of the founder of the company, jumped to the stage, unlocked the giant padlock and opened the huge box containing the new model. All afternoon was spent in demonstrating it, and preparing the men to fully appreciate the increase in their business which it will make possible. It is said this will open up many new fields heretofore untouched by cash register men, such as the banks, factories and offices.

A Wallop at Pessimism

This pageant was also used to bolster up confidence of any salesman who might be a little weakened on the business prospects for 1921. Many of the placards showed the amount of money spent on research work. It was also shown that the company had spent over a million and a half dollars on models, patterns, dies, tools and machinery to produce this new machine.

To the layman who sees a cash register in practically every store he visits it might seem that the field was pretty well "sold up" or that the saturation point was being reached. The sales executives of the N. C. R. strive particularly to prevent this feeling from creeping into their sales force. They emphasize their "Future Demands Department" and its ability to keep one jump ahead of the users, so that there will

always be plenty of fields for sales work. It was stated that the amount of "trade in" business last year was very small, and that a very large percentage of the business was from merchants who were buying additional equipments or from fields that have heretofore been overlooked. Keeping the men sold on this future development idea is reason enough for the quarter million dollars invested in this one sales convention, because many salesmen are constantly getting the idea that they need a "new line" to sell, or that it would be easier to sell an article that is not already so well distributed.

Sold His First Machine on Saturday

Although a tentative program was arranged it was not intended that it should be carried out to the letter, because time was allowed for discussions that might be brought into the meeting by members of the selling force. In one of these discussions John Watson of Philadelphia, an N. C. R. veteran of thirty

years' experience related his experiences in selling his first machine. "And men remember, I sold this old machine on a Saturday morning to a druggist—since that day I've never had any superstition about working on Saturday," said Mr. Watson. In several other meetings these impromptu talks and demonstrations proved most interesting. Two men from the St. Louis office were called upon to make a demonstration of one machine. A section of an ordinary grocery store was upon the stage, and the various stages of selling were depicted—the salesman acting the part of the customer, showing how a customer might appropriate a can or two of merchandise unbeknownst to the dealer. Here is a very clear illustration of the N. C. R. method. The salesman did not attempt to show the register until after he had made several very tangible suggestions about store management, and prove to the merchant that his register was in the wrong position in his store, showing

him how he could move the register so as to provide twice the wrapping space as formerly. He also proved that demonstration of the register had little to do with preparing the merchant's mind for the sale. "Before a man will take medicine, he must first realize that he is sick," was the thought he brought forward, showing that it is necessary to prove to the merchant that he is losing money each day, to say nothing of good will, slowing up sales, and loss of customers through errors by not having a modern register. This was a thought that was prevalent all through the meeting and a constant effort was made to show the salesmen how to graphically demonstrate the losses of using antiquated methods and registers.

"Most of you salesmen telegraph your selling messages to the prospect," said C. E. Steffey the general sales manager. Mr. Steffey pointed out the fact that many of the salesmen expected the merchant to buy as quick as he was shown what the register would do. "It adds up the total, prints a ticket and itemizes the sales—price is \$750." Mr. Steffey gave this as the entire selling talk that was being used by one salesman. He then gave demonstrations to show how to "unsell" the merchant on his present equipment.

Prices Not Based on Labor and Material

Considerable time was devoted to selling the salesmen on the price idea. Mr. Barringer brought out an interesting point when he said he had always contended that prices should never be based on labor or material.

"Sell the functions of the cash register, not so much wood and metal", was the thought brought out. One salesman said many high class dealers say "we want a cheap register" when as a matter of fact they do not necessarily want a cheap register, at all, but the one best suited to their needs. This asking for cheap registers scares many salesmen, and instead of showing and demonstrating the need for a bigger or higher priced register they follow the line of least resistance and sell a register smaller than the merchant really needs.

Playlets illustrating different features of the work, and the company's policy were held, during the closing days of the convention. The last big feature on the last day was a surprise and a very impressive feature of the convention. On one of the walls of the school house where the convention was held there was a gigantic painting of a bridge, captioned "Build Well for 1921." Each day a plank on the roadway of this bridge was added to the picture. On the final day an actual bridge resembling the picture was placed on the platform. On their last exit from the hall the men were requested to walk over this bridge they had built of "Knowledge of the Business, Long Line of Machines, Advertising, Service, etc., to a bigger and better business in 1921. While the men marched over this bridge a 60 piece band from the N. C. R. factory played lively music, sending the men away full of inspiration and determination to come back next year.

Essentials

The eternal trinity of advertising success is Time, Money, and Ideas. At least two of these elements are requisite.

By spending much money over a long period, success often may be achieved without particular distinction of product or presentation. But if time is limited or great resources lacking, real ideas are vital.

It is the province of this agency to originate compelling sales ideas. That these ideas are neither visionary nor impractical is attested by the steady progress of our clients.

"How to Judge an Advertising Agency" is a frank, informative booklet. May we send it?

J.H. CROSS CO.
General Advertising Agents
214 South Twelfth Street - Philadelphia, Pa.

Members
American Association
of Advertising Agencies

Members
National Outdoor Advtg. Bureau
Audit Bureau of Circulations



HARRY H. MAHOOL

WE earnestly urge that selling, preferably by a first class local manufacturers' agent, is just as important in the success of any advertised product in a given market as the advertising itself.

We have seen good campaigns produce abundantly and others equally as good fall far short because of poor selling in back of them. In any case, we recommend a first-class permanent local representative. Tying up with a local man who knows his business and can get results means having somebody on the job working for you all the time. With this as a foundation of course there should be equally good advertising. We are convinced the day is past when either can achieve its best results without the other.

Harry B. Mahool is one of the best known manufacturers' agents in Baltimore, and the character of his work is eloquently attested by the prominence and standing of firms which he

represents. He is fortunate in having in some of his accounts—firms who believe in advertising as well as selling; but others of his products undoubtedly would sell in far larger volume supported by advertising as good as his own work, Arm and Hammer Baking Soda being a brilliant case in point.

Here is a product with practically 100 per cent distribution whose merits are known in every household for baking purposes, but whose sales would undoubtedly be immensely stimulated if other uses to which it is very frequently put were as generally understood as its baking uses. In other words, a development is possible here similar to that which has taken place in the case of Fleischmann's yeast.

We are in touch with every worth-while manufacturers' agent and local representative in Baltimore, and can make ideal connection for any worthy product which promises honest support in the way of advertising in The NEWS and The AMERICAN, through which practically every home in and near Baltimore may be reached with the manufacturer's message.

The Baltimore News

Evening—Daily and Sunday

The Baltimore American

Morning—Daily and Sunday

Dan A. Carroll
Eastern Representative
Tribune Bldg.,
New York

SALES MANAGEMENT

Frank D. Webb
Advertising Manager

241

J. E. Lutz
Western Representative
1st Nat'l Bank Bldg.
Chicago

FEBRUARY, 1921

Selecting Representatives in South America

The following is an excerpt from the bulletin of the Chamber of Commerce of the U. S. A. in the Argentine Republic. It points out some of the pitfalls that confront the American exporter and lays down some fundamentals for avoiding them.

AN agency contract carrying exclusive selling rights for any well-known product in a valuable territory in the United States is a most coveted document. To secure such a contract, an agent must be able to convince the manufacturer that his line is to be efficiently handled in the territory awarded. At the same time, an American manufacturer who has such a contract open and is looking for an agent, does some real thinking before tying himself down for a term of years. The party or parties seeking his agency contract are examined from every angle, and the manufacturers must be assured, in so far as is possible, that his interests are entrusted to the right hands before going ahead. Once convinced, however, that his product is to be handled by the right people, the manufacturer as a general rule is unstinting in his efforts to assist his agent in building up a sound, permanent and profitable business on a conservative basis.

All Is Not Gold That Glitters

Unfortunately, it would seem at times that this same attitude on the part of the American manufacturer does not seem to prevail when seeking to cover the Argentine territory. Manufacturers who have decided to place their goods in Argentina often times, in their desire to get acquainted quickly, jump at the first bait thrown at them before a thorough investigation is carried out, awarding valuable local territorial rights to parties thoroughly incapable of obtaining desirable results. This mistake is at times made by the American manufacturer due to insufficient knowledge of the value of the territory granted for the sale of his products, and it is only after further investigation proves the possibilities for his line in the given districts that he realizes his mistake in having granted his agency for a term of years to his present connection. However, such knowledge, coming too late, does not then allow him, owing to his signed contract, to make a better connection.

The Chamber is constantly having brought to its notice, through its close touch with the local situation, cases in which nationally-known American products for which Argentina offers a real field are in thoroughly incompetent hands and hence the possibilities for their local sale are somewhat limited. We have in mind the case of a firm of importers of wines and champagne. This firm, although a solid and highly successful one in this particular line, solicited and obtained from American manufacturers of automobiles the agencies for three well-known, popular-priced

American-made cars. Plainly, this is an instance of opportunism on the part of both parties concerned. The champagne importer on the one hand, having capital at his disposal seeks to make an extra profit by the temporary sale of a product entirely out of his line and this too with an organization unfamiliar with the sale of automobiles and the service required after deliveries have been made. In all probability, when conditions again become normal the importer will turn the major part of his activities towards pushing the liquid products of his long-established connections. On the other hand, the American manufacturer, for the sake of a sale of a few cars, has entrusted his interests for a definite period to parties unprepared to introduce his cars on a permanent basis, and runs the risk of gaining the public's ill-will to his product by giving poor service to the limited number of purchasers secured through his opportunist connection. Sooner or later, the manufacturer is more than likely to become dissatisfied, and, upon the termination of his contract, seek a more appropriate connection. Nevertheless, in the meantime the reputation of his car has probably suffered through lack of attention and service, and a great deal of time and money will have to be spent in clearing away false impressions thus created as regards his particular product.

Careful Selection Necessary

The Arbitration Committee of the Chamber are constantly being called upon to assist local firms who have through departures from their usual line of business, become involved in difficulties arising through agencies which they have accepted for products entirely out of keeping with their general run of business. In this connection we may cite instances where firmly established importers of steel products attempted with the same organization to handle large shipments of wheat bags. It may also be mentioned that this rule works both ways, and cases are on record where American exporters of steel to the Argentine market have attempted, through their local connections, to export from Buenos Aires Argentine country products such as turkeys, butter and cheese.

So much for the selection of a desirable agent. However, the Bulletin desires to equally impress upon the American manufacturer the importance of giving his local agent every possible support and protection once he has carefully looked into his merits and assigned him territory. It must be constantly borne in mind that many lines of American goods are now popular in the River

Plate markets owing to the loyal efforts and constant application of locally established agents. Time and money have naturally been spent in pushing these lines to the forefront, and it is only right and just that the local connections which have built up the market for specified goods should expect to reap the benefits of their labors. At times, however, some of these contracts have been cancelled and the local agent left in the lurch without apparent justification. We will cite a specific instance. Eleven years ago, three young Uruguay-

Local Agents Must Be Protected

ans started in business as agents for one of the largest American automobile manufacturers. These young men have been hard workers, and, through diligent efforts, have made the particular car in question one of the best known throughout the entire Republic of Uruguay. From the very beginning of their business career, they dedicated themselves exclusively to this one agency. During two years of the War, the manufacturer being unable to ship them cars, they were left high and dry but held their organization together for the purpose of serving their clients and in the hopes of recuperating their losses once conditions had become settled and they were able to push ahead again with sales. In fact, the general representative of the said company for all South America stated to us that these men had made first class agents for his concern in Uruguay. None the less, upon an administrative change in the export department of the manufacturer, it became rumored that another Montevideo firm was offering sub-agency contracts for this car to date from the expiration of the present agents' contract, although no notice had been served by the company upon the actual agents. This rumor has only been confirmed by the local agents after repeated cables were sent to the manufacturers' export department and when the expiration of the contract is practically at hand. Undoubtedly, such action on the part of the manufacturer in question is obviously unjust and perhaps for his own interests, ill-advised.

Packaging and wrapping goods have brought many concerns into court, and have been the cause of much misunderstanding and ill feeling. Cases similar to the Holeproof Hosiery Company vs. Wallach Brothers should warn manufacturers and jobbers that it is extremely dangerous to bring out a new product wrapped or labelled in any but an original manner; at least to the point of rendering it easily distinguishable from similar articles of different origin. In this case it was decided that the first to make use of a guarantee slip was not entitled to the exclusive use of the guarantee idea, but that it was wrong for a rival to so arrange his guarantee coupons that they would be practically identical to those of the first manufacturer who made use of the idea. It was further held that the guilt was all the more pronounced when the package bore a pe-

Making the Most of the Chicago Market

Chicago has been called an "easy" market. It is. It offers a field of 3,000,000 people, keenly alert and responsive to the advertising appeal. It is a rich market, and a "quick" market. And it can be covered thoroughly and economically.

But Chicago, like every vast market, presents certain sales problems varying in each case with the individual advertiser. Demand, distribution, competition, dealer co-operation—these are vital points which must be determined before breaking into the Chicago field.

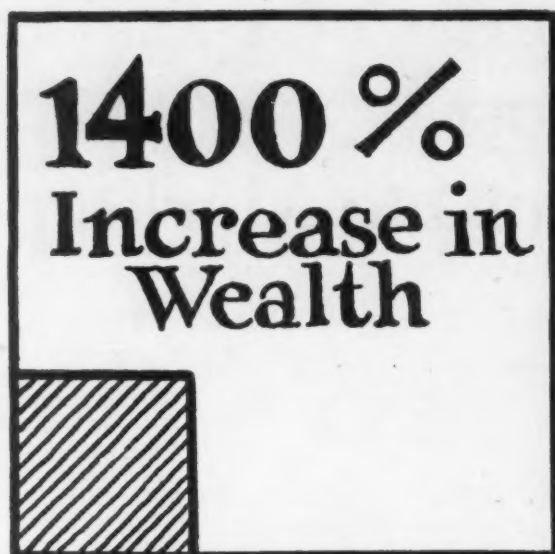
To accomplish this work for the advertiser in the quickest, simplest way is the function of the Merchandise Bureau of The Chicago Daily News. This Bureau will give:

- (1) An accurate and truthful analysis of market conditions with reference to any particular product.
- (2) Information as to brokerage or jobber connections.
- (3) Up-to-date routing systems for salesmen, and full co-operation with sales and advertising force.
- (4) Names and addresses of dealers, maps and route lists which eliminate waste of time in covering the market by sales force.
- (5) Any other specific information concerning market conditions and sales possibilities.

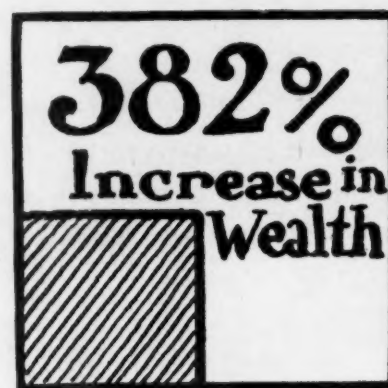
Through the highly concentrated, all-productive 400,000 circulation of The Daily News and the co-operation of its Merchandising Bureau, scores of national advertisers have successfully made their drive upon the great Chicago market.

Whatever *your* Chicago problem may be, put it up to the Merchandising Bureau of—

THE DAILY NEWS
First in Chicago



(THE SOUTH)



(ENTIRE U. S.)

Southern Wealth

This year the Comptroller of the Currency submitted to Congress a report which should be of great interest to every manufacturer and space buyer. In it he recounted the results of a careful investigation of the banking resources of the country.

This is the first report of the kind that has been made in twenty years. Great advances were, of course, expected, but the astounding increase in wealth all over the country, and especially in the Southern States, was a surprise even to the most sanguine.

The record for the whole country was one to be proud of—in the twenty years which elapsed between the two reports the entire country showed a 382% increase in resources.

A remarkable record, but even that large gain is dwarfed when the total piled up by the Southern States is taken into consideration.

The thirteen states comprising the true South have in the last twenty years increased their resources over 1,500 per cent.

Another startling fact is revealed by the Comptroller's report, namely, that while there are nine states among the thirteen Southern States that can show a gain of over 1,000 per cent., there are but seven states in the entire United States outside of the South which can show a corresponding gain.

There are approximately 4,271,800 bank depositors in the South who are responsible for these totals.

No other figures can possibly prove more than do these the fact that the South, because of its prosperity, is a logical market for your product—a market that can be reached most effectively and most economically through the newspapers of the South.



For any information on the Southern market write

**SOUTHERN NEWSPAPER
PUBLISHERS' ASSOCIATION**

Chattanooga, Tenn.

We are salesmen, first

-then "advertising men" as the term is usually interpreted.

THE men who make up this Agency are salesmen, by training and by natural instinct.

Some of us are skilful writers. Yet if we were no more than that, we would be in another business. Here, we must write to sell.

Others are artists, whose art ideas and drawings are as effective as any spoken word—drawn to sell.

Market analysts, experts in typography, master-printers—yet salesmen, all of us.

We measure our success, not by the praise we hear of the advertising that we create, but by the extent to which we increase the sales of a client's product.

If it requires more than an "order taker" to sell your product—if your market needs to be stirred into activity or increased in size—if you can use our brand of salesmanship—

Write us for further information in regard to our methods and what they have accomplished for our various clients. Booklet—"The Advertising Dollar" on request.

Among Foley clients are the following manufacturers:

Liggett & Myers Tobacco Co
New York and St. Louis

Johnson & Johnson
New Brunswick, N. J.

Wm. H. Luden
Reading, Pa.

A. M. Collins Mfg. Co.
Philadelphia, Pa.

Sharples Separator Co.
West Chester, Pa.

THE RICHARD A. FOLEY
ADVERTISING AGENCY, INC.

TERMINAL BUILDING
PHILADELPHIA, PA.

Why I Believe in Application Blanks

By a Well Known Sales Manager

During the war, when salesmen were hard to get and just as independent, one had to be careful. If the applicant was the kind who might resent a request to fill out an application blank, it was well to think twice before asking him to do so. As a result many sales managers have gotten out of the habit of keeping a systematic record of applicants for positions as salesmen. Some even think it is "red tape". There are many solid reasons for requesting salesmen to fill out a carefully thought-out application blank, some of which are detailed here.

ABOUT six months ago I received a verbal application for a position as a salesman from a man I judged to be about forty years old. He had every appearance of prosperity, and after half an hour's talk with him I was on the verge of hiring him on the spot. I introduced him to the president of the firm, and he was equally well impressed. He gave some wonderful references—verbally. He had been employed in one of the largest banks in Chicago in his early youth. This work was too confining, so he said. He had been advertising manager of a large cutlery and sporting goods jobber, and had held a couple of sales positions, and had travelled widely. He mentioned half a dozen prominent men who would speak highly of him. I actually hesitated to ask him to make out an application blank. He asked for no drawing account, stating that he was in a position to finance himself until he had the opportunity to establish his commission account.

A "Hunch" That Was All Wrong

Just as I was ready to terminate the interview, I handed him an application blank, requesting him to fill it out "merely as a matter of form" as I explained it to him. He hesitated slightly, and made some remark about a lot of red tape, and the delay in making this investigation. Some indefinite, intangible something told me that all was not well, but I still felt that he was a good man, and one that we needed.

The references he gave were all local, so in a couple of days they came back. All except one spoke highly of the man. But I noticed several questions had been ignored. No one answered the question about steady habits, sobriety, or reliability. All said he was a good salesman, that he was clever, brilliant, well educated, and generally praised him. But one honest soul let the cat out of the bag. He wrote, "If he can't get any more whiskey since prohibition he will make you a valuable man." That was all the information he gave the other questions on our query blank were completely ignored. This one hint, confirmed my rather vague suspicions, and started a more definite inquiry. I phoned all these references and asked them point blank if he was a heavy drinker. "He used to be, but think he has reformed", "Well at one time he drank pretty hard, think he is going better lately". All seemed anxious to help him get another trial except the banker, who said that he was a hopeless drunkard. It turned out that he simply had to go on a spree

every two or three months, sometimes more often. That settled it with me. A few months later I saw him. He told me that he had made \$800 the previous month, and would make it a thousand than month. He showed me his statements from his firm, one in substantially the same line as we were. A week later I saw his brother. He had just bailed him out of jail. The \$800 had all gone for bootleg whiskey in that one week. He had gone to customers and borrowed money, had beaten up a couple of taxi drivers, and made himself generally ornery. After this spree the sales manager of this concern that hired him without looking up his references had to make a trip into the territory and straighten out the tangled business affairs of this brilliant, but costly salesman. Needless to say he is now looking for a position.

I remember a situation that was rather ticklish, that required careful and tactful handling, and had it not been for information obtained from applications we would have very likely sent to wrong man. Nearly a thousand miles from the home offices a certain large and very influential jobber had been selling direct to large farmers, and levee contractor's gangs who operated their own cook-houses. The smaller jobbers and the retailers were threatening to boycott our line, because it was principally our line that he was selling direct. We couldn't afford to have these retailers and smaller jobbers ill will or to lose their business, yet this large jobber was selling almost as much of our products as the other jobbers combined. Letters had failed, so we simply had to send out a man who could show this jobber the folly of selling direct, without withdrawing our line.

Application Blanks Saved the Day

Two salesmen were near enough to send. Which one of these men would be best able to handle the situation? Neither one of them were known to the home office personally. One blank showed that for nearly five years one of the men had been a collector of instalment accounts in his early career, and that he was very successful at this work. He was a studious sort of fellow and a good salesman for us. The other was the best salesman, but one of the answers given by a firm he had referred to said he was impulsive and inclined to be quick tempered. Obviously he was not the man to handle this situation. We reasoned that any man who could collect instalment accounts for five years suc-

cessfully and still hold business must possess a certain amount of tact and diplomacy, combined with a tenacity of purpose. We sent the collector, and he handled the situation admirably. Not only did he secure the jobbers agreement to stop selling to others than retailers, he went to the firms who had been benefitting by the jobbers action and explained the matter to them and showed them where the retailers rendered a service and were entitled to their support. Had there been no records on file, we would have probably chosen the best salesman, and lost the good will of someone, or sent a high priced executive from the home office to handle a relatively unimportant matter.

When the matter of promotions come up it is valuable to have application blanks on file. The salesman's own estimate of himself is then compared with his actual achievements. If the blank is complete as to education, family, hobbies, temperament and general qualifications and training it will be of material assistance in weeding out men not fitted for promotion.

I have always felt sorry for the sales manager or executive who comes into an organization not knowing his men. Suppose a sales manager resigns and a man from the ranks is made sales manager. Chances are he doesn't know a thing about the other men. He might write a letter to a man supposing him to be a youngster, only to find that he was one of the veterans.

As a rule you will find that any salesman who refuses to make out an application blank is a bad egg or that he has told you something which he is unable to verify, or has exaggerated his previous selling experience. Time and again I have had salesmen promise to fill out the application and mail it in. That's the last I ever heard of them. If he is really in earnest he will be eager to fill it out while you wait.

Some of my friends tell me they don't use application blanks because most salesmen regard them as red tape and resent being asked to fill out what they consider a lot of prying questions. Frankly, I can't understand this point of view. If a salesman is one of the kind who won't stand for this, and won't do that then, say I, the sooner I find it out the more money I will save on that man. I have no place in my organization for salesmen that I am afraid of offending. It has been my experience that this type of salesman is more of a liability than an asset, anyway.

When a salesman makes out a searching application blank, he somehow gets the idea that it is hard to obtain a position with you. He feels that other salesmen must be high grade, and that it is a worth while position. I have heard salesmen say "Why he hired me before I had talked to him five minutes!" This gives the salesman a high opinion of himself, or a low opinion of the firm hiring him. If he is required to be careful in filling out the blanks, he is started right. If he knows that every one of his former employers and business references know that he has just accepted a position he is not going to quit for some trivial or imagined complaint, because he hates to let all those people know that he is again in the market for work.

You can remember only the salesmen who make the most striking impressions on you; the others you remember little about, if your organization is large,

therefore many sales managers make a practice of refreshing their memory by occasionally reading over the application blanks. This is especially valuable when a salesman kicks over the traces and it is necessary to reprimand him or call his attention to some unpleasant matter. The application may give some fact by which you can better acquaint yourself with the reason for his trouble, his weaknesses, his preferences or some method of handling the matter in question.

Although it doesn't happen often we occasionally have a man leave us with an overdraft. If he fails to answer letters it is well to remind him that unless you hear from him that you will be compelled to write his references and request information as to his whereabouts. This usually gets a prompt reply. You can also write the secretary of his lodge for this information. The point is this; if the wayward salesman knows that you

have this information on file he is more liable to stay in line and toe the mark.

It is so little trouble and costs so little to have a man's complete history that you are well repaid, even though you have occasion to use it only once or twice a year.

J. B. Hall of Addressograph Company Dies

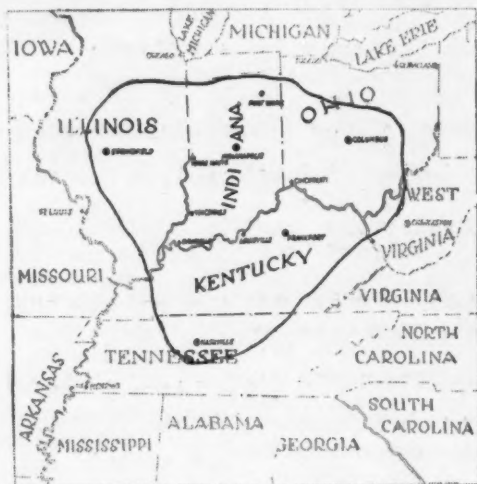
John Bryon Hall, one of the pioneers in the field of modern office appliance selling and secretary of the Addressograph Company, Chicago, died suddenly on January 11th.

Mr. Hall joined J. S. Duncan in putting the first rubber stamp Addressograph on the market in 1896. In those days the selling of an addressograph was the subject of great rejoicing at the "factory", a back room in one of Chicago's dingy business blocks. Mr. Duncan used to make a machine and then Mr. Hall would tuck it under his arm and canvass the mail order houses trying to sell it. If he was not fortunate pay day was postponed. But Mr. Hall was not the sort of a salesman that was easily discouraged with the result that the Addressograph population of Chicago began a steady increase within a few months after he took over the selling. Today there are over 60,000 Addressographs in operation, and nearly 200 salesmen are carrying the message of mechanical addressing to the business houses of the country.

J. B. Hall was a man of few words. He was not the kind of a sales manager that gushed over when a salesman sold some particularly hard customer or closed a big sale. Success was taken for granted, and nothing excused failure in his eyes. What you have sold before, or what you thought you could sell never influenced his judgment if you were looking for a position on the Addressograph sales force. He was one of the "show me" type as many former Addressograph salesmen know to their sorrow.

Yet in spite of his reserve toward his men "J. B." was respected and loved by every man in the Addressograph organization who knew him well. He was a man who said just what he thought. You knew exactly where you stood with him. There was no telling you one thing and thinking something else. His men knew that, and they liked him the better for it. After all the smooth tongued diplomat may save our feelings at times, but a real man likes to be treated as a man and not as a toy to be played with. But it was the absolute fairness of J. B. Hill that his men liked the best. There were no favorites and no politics played in the Addressograph organization. To have built up a sales force from nothing to two hundred men, to have built up the largest organization of its kind in the world, is indeed an achievement worthy of any sales manager. And for doing this J. B. Hall will be honored.

WHAT DOES "JOBBER INFLUENCE" OF A NEWSPAPER MEAN?



Hardware Buying in Six States Influenced by News Advertising

The Indianapolis hardware radius extends into six states. Though the circulation radius of The News is practically confined to Indiana, The News, without question, influences sales in these six states.

The importance of Indianapolis as a distributing point for hardware is evidenced in the fact that one of the hardware jobbers travels seventy-six men. There are four large hardware jobbing houses and of course quite a number of smaller ones. The sales of the four large houses in 1919 approximated \$20,000,000. If you want to talk advertising in the terms that the heads of these wholesale houses will understand, you must talk to them about advertising in The News. It's *their* paper.

Send for booklet "Seven Studies in Distribution"
It will interest you.

The Indianapolis News

First in America in National Advertising 6 Days a Week

New York Office
DAN A. CARROLL
Tribune Building

FRANK T. CARROLL
Advertising Manager

Chicago Office
J. E. LUTZ
First National Bank Bldg.

USE NEWSPAPERS ON A THREE-YEAR BASIS

The Definition of Co-Operation Is "Meet You Half-Way"

But most dealers think manufacturers want them to come all the way.

You choose advertising mediums, many of you, that they do not believe in.

You send them dealer-helps before you have made them anticipate a demand, or you offer them dealer-helps that are "impossible" in size or shape.

Then you say "See what I have done for you. Buy, Buy. Displace the real movers in your windows and on your counters with my displays. Sell, Sell, Co-operate."

Can you call the dealer stupid because he "sees through" your purpose to use him in place of adequate advertising to pull your chestnuts out of the fire?

Give If You Would Receive

If you want dealer co-operation, give the dealer the co-operation he wants, the kind he has found best, advertising in local newspapers.

Tell him the truth about advertising. Why he must not fold his hands and wait for "consumer demand." How he can "cash in" on "consumer acceptance" by tying up to *local advertising* in the display of merchandise.

Then tell him the truth about *your* advertising. Whether your campaign is little or big; only probable or guaranteed as to time, size, and completion of contract.

Do this and you will get co-operation

In NEW YORK The Worlds are the dealers' choice for advertising co-operation. We have asked them. Do you ask them. Or, to save time, ask us.

The dealers know that all newspapers are good advertising mediums. They know that some are very good. They read them themselves.

Try advertising in newspapers by the year

The New York World's Merchandising Department

Mallers Bldg., Chicago

Pulitzer Building, New York

Ford Bldg., Detroit

Photographs t the Tech n

Tell us
where your
product
is used.

We'll
photograph it
on the job—
and get
the data
about its
service.

Also, if you
wish, we'll
work up this
material into
advertisements—
and publish
them in
McGRAW-HILL
Engineering
and Industrial
Journals.

In this way
you get the
service story of
your product
over—

so that its
use is seen
and understood
by people who
need it.

And these prospects
will see too,
that others are
enthusiastic
about it.

And then they'll
want it and
buy it,
because

McGRAW-HILL,
through its
FIELD PHOTO
SERVICE,
gave you advertisements
with Pictures that
Sell Your Product.



McGraw-Hill Field

We photograph your product on the job anywhere, and get the story of its service

that Sell technical product

The McGRAW-HILL PHOTO SERVICE Department was organized some years ago in response to a widely felt need of furnishing to our advertisers a service through which they could readily and economically secure striking installation pictures of their machines and apparatus in actual use. Approximately 700 McGRAW-HILL photographic representatives, locally distributed in all parts of the country, are now engaged in this work.

These photographs are carefully chosen for their prompt dependability in getting the picture they are asked to get—for their judgment shown in "taking" subjects to best advantage from an advertising standpoint—for their skill displayed in making photographs that reproduce effectively, and for their ability to get the news story while taking the picture.

This latter qualification is extremely important. Every effort is made to obtain the actual story of the machine on the job, and to assist in this we supply our photographers with carefully devised questionnaires to be filled out. The Field Photo Service Department always aims not only to get the picture but to get the story, and we make it a practice not to accept photographs from our photographers unless they are accompanied by the data.

The advantages of this branch of McGRAW-HILL service to technical

advertisers are obvious. Upon receipt of a list of installations we arrange all the interviews and secure the pictures. You are relieved of all worry and trouble and get your pictures and the story at minimum expense, besides having the satisfaction of putting the work into the hands of specialists on technical subjects.

Many advertisers not only employ our Field Photo Service to secure definite lists of photographs, but give us a roving commission to take pictures wherever encountered.

In connection with this department of McGRAW-HILL service we maintain a constantly growing library of stock negatives in the technical field. It contains at the present time about 3,000 photos all of which are classified by subjects. Prints are promptly supplied at a moderate charge.

This Library of Technical Photographs is of special value to Advertising Agencies, a number of which frequently call upon its resources.

The facilities of our organization for obtaining photographs of technical subjects are at the service of all who require such photographs. Primarily, however, it is an important link in the complete chain of McGRAW-HILL service of the technical advertiser. We not only write the proper copy for our advertisers but we go out into the field for them and obtain pictures and stories which they are not in a position to get for themselves.

Send us your list of installations—the people who use your product—

And let the McGRAW-HILL FIELD PHOTO SERVICE Department get the pictures and the facts—

That prove your product is on the job—

And making good.

Send us that list NOW.

We will gladly furnish detailed information regarding the cost and answer any questions.

McGRAW-HILL CO., Inc.
Tenth Avenue at 36th Street, New York

Power
Coal Age
Electrical World

Engineering & Mining Journal

American Machinist
Journal of Electricity
Ingenieria Internacional

Chemical & Metallurgical Engineering

Electric Railway Journal
Electrical Merchandising
Engineering News-Record

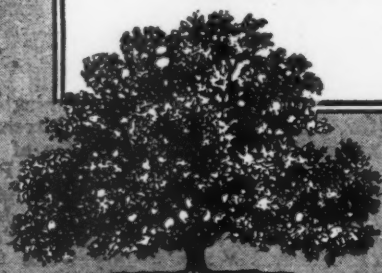
Photo Service

Available photos also supplied from stock ➡ Specialists on technical subjects



FEBRUARY is the looking-around month. The farmer is planning outside work and finishing up the inside jobs—and every one requires tools. Already farmers buy better tools, carrying better profits and bringing better-satisfied customers. Get after your farm trade *now*—there are a hundred or more of The Farm Journal's good subscribers handy to your store.

Your interest in The Farm Journal lies in the fact that it helps sell more goods for more merchants than any other one farm paper—it is much the largest farm paper in the world.



Unlike any other paper

The Farm Journal

CHICAGO PHILADELPHIA NEW YORK

*Sells Most Goods Because
Read by Most Farmers*

For Quick Information

about the following advertisers, and what they will do to help you move their goods, check this list and send it to The Farm Journal, Philadelphia.

Acme Quality Paints	Larowe Dried Beet Pulp
Advance Auto Accessories	Leak-Proof Piston Rings
Ajax Tires	Liquid Veneer
American Saw Mills	Lucas Paints
Apollo Roofing	Martin Farm Ditcher
Appleton Machinery	Maytag Multi-Power Washers
Atlas Farm Powder	Miller Tires
Ball Band Rubber Footwear	Moline Tractors
Bean Spray Pumps	Mueller's Pipeless Furnace
Blabon Art Linoleum	Natco Hollow Tile
Black Flag Insecticide	National Giant Smokehouse
Buckeye Grain Bins	Oak Flooring
Bull Dog Stump Pullers	O-Cedar Polish
Caloric Pipeless Furnace	Oliver Typewriter
Carey Roofing	Papke Ensilage Cutters
Certaineed Products	Patriot Motor Trucks
Chicago Flexible Shaft Co.	Pennsylvania Tires
Coleman Quick-Lite Lamps	Perth Amboy Formaldehyde
Columbia Grafonola	Racine Tires
Congoleum	Red Devil Tools
Cornell Wood Board	Remington Arms
Cushman Engines	Ross Ensilage Cutters
Dearborn Trucks	"Save the Surface" Paint
DeLaval Separators	Silver's Ohio Silo Filler
Detroit Vapor Oil Stoves	Simmons Beds
Dixson Saws	Simplex Ironers
Duxbak Belting	Smith Bros. Cough Drops
Edison Phonographs	Smooth-on Iron Cement
Efecto Auto Finishes	Soil & Crop Service Potash
Enterprise Food Choppers	Staver's Engines
Exide Batteries	Stromberg-Carlson Telephones
Fairbanks Morse Engines	Tapatco Horse Collars
Federal Trucks	Tarvia
Firestone Tires	Thermo Sport Coat
Flavo-Flour Mill	Top-notch Rubber Footwear
Float-a-Ford Shock Absorbers	Tower's Fish Brand Slickers
Goblin Soap	Triumph Traps
Goodrich Tires	U. S. Rubber Footwear
Goodyear Tires	U. S. Tires
Gould Pumps	Union Carbide Co.
Hansen's Dairy Preparation	"Universal" Home Needs
Hartshorn Shade Rollers	Victor Victrolas
Hassler Shock Absorbers	Walsh Harness
Hercules Stump Pullers	Waterman's Fountain Pens
Dr. Hess & Clark Tonics	"Wear-Ever" Utensils
Hollow Tile Buildings	Westclox Clocks
Hydraulic Cider Press	Winchester Arms
Indiana Tractors	Wright Liquid Smoke
Ingersoll Watches	X Boiler Liquid
International Harvester Co.	Yale Locks
International Heater	
Iver Johnson Arms & Cycles	
K. Stump Puller	

Another of The Farm Journal's Advertisements to Retail Merchants

4,000 Items—7 Rates of Commission

By J. F. Stiles, Jr.

Cost Accountant, Abbott Laboratories, Chicago

There are a lot of concerns who would like very much to put their salesmen on a "produce or go hungry" basis but the line is so complex, and there are so many different rates of commission involved, that it would be almost impossible to get up the monthly statements. Mr. Stiles, in the accompanying article, shows how one of the largest concerns in its line solved this perplexing problem.

OUR line is complicated and varied. Until we inaugurated machine tabulation, it was quite a problem to get accurate sales figures. We seldom knew by the end of the following month our total sales figures for the previous months, except possibly in dollars and cents—never in amounts by products or departments. Often the figures were received too late to be of any use after we compiled them.

To give you an idea of our problem keep in mind that there are some 4000 items and seven rates of commissions paid salesmen, depending upon the class of customers sold, whether a doctor, wholesale or retail druggist, preferred customers, etc. An average of 12,000 invoices are mailed each month. About 85 salesmen are employed. You can easily see what a task was before us, in order to determine the salesmen's earnings for the month, and give them an up-to-date statement of the following facts: total business sold, total amount of net business sold under each commission classification, and the mail order business credited to him in his territory, the total of direct or mail orders but not credited, and his net earnings.

In order to speed up the gathering of this information and tabulating it we decided to make it a part of the work of the accounting department so as to serve a triple purpose—that of giving the sales manager an accurate report of sales, to be able to send the salesman his commission report quickly, and to provide an accurate check of the amounts receivable ledgers of which there are ninety.

A small sized punch card was devised to be used in connection with a tabulating machine which eliminates hand tabulation entirely as there is no necessity for writing whatever on this card. The salesman is designated by a number which applies to his territory. There is space for every bit of information needed concerning the order, such as gross amount, trade discount, delivery charges and accounts receivable amount. All this information is punched into the card by a machine operated with a keyboard. The copies of the orders intended for posting in the accounts receivable ledgers are sorted to ledgers. A listing is then made showing the subtotals for each ledger. The cards are punched from these copies and checked against these totals. As the cards can be cross-balanced, this method provides a check against errors in subtraction of discounts and addition of delivery charges.

These cards are added automatically—the work being done so fast that the entire month's business is totalled and a sales report ready in two days. The cards are run through a machine at the rate of 250 per minute and thus assorted according to salesmen's territories and the rates of commissions for each man. The gross and net sales are then tabulated on report blanks each salesman separately and the commission calculated.

Insures Prompt Reports

Before the order is invoiced it is carefully priced, checked and extended. Each order received direct by mail is indexed to see what salesman is entitled to credit for it. Once a salesman reports calling on a customer a record is made on that customer's card by stamping the date of his call. This reported call entitles him to credit and commissions on all business received for a period of one year. Over 140,000 of these cards of customers are kept, showing the dates of the salesmen's calls in addition to the discounts the customer is entitled to, special shipping instructions, credit limitations, etc. For instance, if an order comes through from, say, a doctor in Las Vegas, New Mexico, it is looked up and found that a certain salesman should call on this doctor, but that he has made no report of ever having called. Then no credit is given him, but he will receive a copy of the invoice which reminds him of the fact that he should

have called, and reported it so that he would have been entitled to the commissions. This brings home to the salesman the dollars and cents value of calling on every possible customer in his territory and the necessity of making reports on all calls.

A space on the punched card shows whether or not the order was from the salesman or if it came by mail, and if it is to be credited to the salesman. These figures are also automatically totalled on the machine and tabulated showing just what percentage of business was sold by the salesman, just what percentage was mailed in, and of that, what portion was from calls reported by the salesman.

It may seem to the reader that this system of reports is nothing out of the ordinary or more complete than other concerns, but when the complication of our line is taken into consideration it will be seen that it is complete, and comprehensive, yet simple. The beauty of the machine method is the time it saves, and its absolute accuracy. Even the salesman way out on the Pacific coast has his previous month's business totalled up and reported to him before the tenth of the following month, while the office has it the sixth of the month. The books are closed on the second and the work of making the report is started in the third.

In addition to the salesmen's reports a complete tabulation of the business (Continued on Page 255)

12 Mo	Day	Order No.	State	Gross Amount	Disc.	Postage or Freight Added	Acct. Rec.	Sales- man	mail	X	THE ABBOTT LABORATORIES, ORDER REGISTER
11		X	X	X	X	X	X				
10	0	0	0	0	0	0	0	0	0	0	0
1	1	1	1	1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2	2	2	2	2
3	3	3	3	3	3	3	3	3	3	3	3
4	4	4	4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5	5	5	5	5
6	6	6	6	6	6	6	6	6	6	6	6
7	7	7	7	7	7	7	7	7	7	7	7
8	8	8	8	8	8	8	8	8	8	8	8
9	9	9	9	9	9	9	9	9	9	9	9

These cards are assorted by machinery according to the discount columns, which determine the rates of commission. They are then added by machinery at the rate of 250 per minute, making short work of the monthly report.

Where Do You Come In?

A great middlewestern merchant said recently:

"For three years we have been buying with enthusiasm and selling in cold blood. For the next three years we shall buy in cold blood and sell with enthusiasm." A new version of the change from a seller's to a buyer's market.

Are you manufacturing and selling with enthusiasm or are you a delayed opportunist?

For unlabeled, unadvertised, unknown goods a seller's market is a great opportunity. When any quality at all is bought with enthusiasm—why be fussy? Why not charge all that the traffic will bear? "Get it while the getting's good."

But that time has passed. The public again has an opportunity to select.

And the public always prefers known values to unknown.

Nation-wide recognition of quality may be secured by nation-wide advertising.

*Advertising space in the Butterick Publications is
for sale through accredited advertising agencies*

Butterick—Publisher

THE DELINEATOR
(*\$2.50 a Year*)

THE DESIGNER
(*\$2.00 a Year*)

EVERYBODY'S MAGAZINE
(*\$2.75 a Year*)

4,000 Items—7 Rates of Commission

(Continued from page 253)

item by item is made up and totalled by the fifteenth of the month. Over 100,000 cards are needed and used for this purpose, and from these totals an absolute check on the accounting department is afforded. Also, it forms the basis of the stock records, the inventory, production schedules, and the purchasing departments records for future purchases.

The actual recording of these cards, that is the punching of the figures, which are taken from copies of the invoices are handled by two employees a task which would require many times this number of people if done by other than machine tabulation.

Effect of Cancellations

Roger W. Babson related this interesting incident at a recent talk before the Advertising Council of the Chicago Association of Commerce.

"Three weeks ago I was denouncing the danger of cancellations and their effect on business before 1500 business men of Philadelphia. The morning after my talk I received word from the head of a great retail store saying that on the strength of my talk they had withdrawn a cancellation for a very large order of goods which he had sent a few days previous to a concern in Rochester, New York. A few days later I was addressing a body of bankers and business men of Rochester. In the evening I was sitting in the rotunda of the Seneca Hotel and a stranger came up to me and said: "Mr. Babson, I heard you speak this noon. I want to tell you a little incident.

"Some weeks ago we received a withdrawal of a large cancellation from a Philadelphia concern and the proprietor told me that he was sending it on the strength of your remarks. I thought that you would be interested to know that on receipt of his remarks and withdrawal of cancellations we felt that it was up to us to withdraw a big cancellation which we had forwarded to Lowell, Massachusetts, and this noon I met one of the leading men of that big woolen company and he said that on the strength of getting the withdrawal from us (that is the Rochester concern), they started up a mill at Lawrence. And so the good work keeps going on. Oh, if the blind business men of the country would only realize that the purchasing power of the country is simply the sum total of the country's pay roll.

Mr. Babson took a rap at labor when he said that there was no more idleness in the country than a year ago. "Simply less is being paid for" he added.

"Fundamentally there is nothing the matter with business; fundamentally our country is sound. Fundamentally, even during the past few months, our line of growth, representing our actual resources, has been climbing upwards." These positive statements coming as they do from a man of Mr. Babson's reputation carry a word of encouragement to manufacturers everywhere.

SALES MANAGEMENT

*This New Building, Erected, Occupied and Owned
by Buckley, Dement & Co., Direct Mail Specialists*

*Our Highly Organized Methods and Equip-
ment Are an Asset for Any Advertiser*



1921

The "Go-Get-It" Year

Business houses the country over know that Direct Mail Advertising is the "go getter" of advertising. When business pulls hard, it's the best bet of any form of advertising and selling you can employ.

Use it—but use it intelligently—with a plan behind it—with good list and good copy.

Crimes are committed in the name of Direct Mail Advertising, because the amateur dabbles in it—altogether too much.

Use the services of this seasoned organization—fifteen years' pioneering in Direct Mail—with a staff of able counsellors, merchandisers and copy men, which has given this house the distinction of being "First in Direct Mail Advertising."

The financial standing of a firm is usually a key to the stability of its organization. Look ours up in Dunn or Bradstreet—it will stand the test—*Then write us.*

Buckley, Dement & Co.

Direct Mail Advertising

1308 West Jackson Blvd.

CHICAGO

Telephone Monroe 6100

Plans, Copy, Printing, Lists, Addressing, Mailing

Holds Trade-Mark Belongs to the One Who Made It Valuable

Michigan Supreme Court Upholds Kellogg Toasted Corn Flakes Company in its Battle with Kellogg Food Company

AFTER nearly four years of legal battling the now famous suit of the Kellogg Food interests of Battle Creek, Michigan, has been decided in favor of the Kellogg Toasted Corn Flake Company, against whom the suit was filed by the Kellogg Food Company. Sales managers have manifested considerable interest in this case, so we print here a brief history of it, and the events leading up to the disagreement over the use of the name "Kellogg."

The first company was founded in 1899 by Dr. John Harvey Kellogg and his brother Will K. Kellogg, who was made manager of the business. Early in the history of the company—in fact almost from the very start—the slogan "None Genuine Without the Signature of W. K. Kellogg" was coined, used and advertised extensively. The doctor objected to the use of his name, fearing that it would in some way damage his reputation as a doctor and head of his sanitarium, which was widely known. Hence the use of the name W. K. Kellogg, that of his brother, was used, so as to derive as much benefit as possible from the esteem held by the public for the name "Kellogg" as dietitian and health expert, yet at the same time not actually using the doctor's own name in its entirety.

How the Trouble Began

In 1906 the success of the toasted corn flake business as a commercial venture seemed assured, and a corporation known as the Toasted Corn Flake Company was formed, Dr. John Harvey Kellogg retaining about one-third of the stock—more than was held by any other one individual. He sold his secret formulae, good will, processes of manufacture and the business in general to the new corporation. However no value was at this time placed on the name "Kellogg" as a trade mark, and no stipulations were made as to its subsequent use. The following year however, the name "Kellogg" was placed in a prominent position on the package and extensively used as a designating name for the corn flakes. A year later at a meeting of stockholders the doctor, having apparently sensed the value of the name "Kellogg" as a trade mark, suggested that certain legal steps be taken to establish the exclusive right to the name "Kellogg" to be used in connection with cereal foods. But soon thereafter the company increased the capital stock to one million dollars, and declared a stock dividend. After participating in the profits from the dividend, and the increase in capital stock the doctor sold

out his interests in the toasted flakes company. In a few months he started another food company of his own, naming it the Kellogg Food Co. Soon he changed it to The Kellogg Food Company. A product called Kellogg's Toasted Rice Flakes was placed on the market. In order to meet the situation created by the doctor, the company then controlled by his brother, The Toasted Corn Flakes Company changed its name to the Kellogg Toasted Corn Flakes Company in May, 1909. This change seemed to have fanned into a feverish heat the smouldering flames of rivalry, and was the beginning of the long and bitter legal action. Naturally two food products, similar in nature, coming from the same town, and both companies starting with the name "Kellogg" confused both retailers and consumers alike. In 1910 suit was instituted to determine the conflicting rights of the two companies. But before this suit was settled, a settlement out of court was effected, and a contract to define the rights to use the name "Kellogg" entered into.

The Plot Thickens

This contract gave the doctor and his company (the later company) the right to use the name "Kellogg" in certain restricted ways, principally only on foods sold direct to the consumer. He was restricted as to the use of his signature on the package, it being allowed on one side only, and then, not to be more than three-fourths of an inch high. The name "Kellogg" as a part of the corporate name was permitted, but only on condition that it was to be used in only one place, and in small type at the bottom of the package, and that it was not to be printed or displayed in colors so as to render it unduly noticeable, or in any way more conspicuous than any other reading matter on the package. It would appear from this contract (known as the agreement of 1911) that the doctor's use of the name "Kellogg" was clearly defined and restricted, and that the Kellogg Toasted Corn Flakes Company's right to the exclusive and unrestricted use of the name was conceded, except the privileges granted by the contract to the doctor. But again in 1917 this question comes up as basis of a suit which attracted wide attention of sales managers and advertising men, due to the aggressive methods employed in its merchandising by the Kellogg Toasted Corn Flakes Company.

Dr. John Harvey Kellogg and his company, the Kellogg Food Company, brought suit against the Kellogg Toasted Corn Flake Company to restrain them from using the name "Kellogg" on or in connection with any business other than

the business in toasted corn flakes and biscuits. The doctor claimed the unwarranted use of the name in connection with the Kellogg Candy Company, Will K. Kellogg Cereal Company, and the Kellogg Laboratories because these companies had been organized since the incorporation of the doctor's concern, the The Kellogg Food Company.

The defendant filed a cross bill claiming exclusive use of the name "Kellogg" as a trade mark, through prior usage, through Dr. Harvey Kellogg participating in, and profiting through the action of the Kellogg Toasted Corn Flakes Company and its predecessors. It was also claimed that the doctor had no right to use the name "Kellogg" on any but products specified in the contract of 1911, and that in so doing they were deceiving the public.

The defendant based his claims on the following facts:

1. The Kellogg Toasted Corn Flake Company first adopted, registered and advertised the trade mark "Kelloggs."
2. Dr. Kellogg participated in, and made large profits and capital returns from the adoption, commercialization and wide advertising of the trademark, "Kelloggs" by the Toasted Corn Flake Company.
3. The Kellogg Toasted Corn Flake Company never at any time, by the 1911 contract or otherwise transferred to Dr. Kellogg or his company any business or right to use, infringe, or trail on its registered trade mark "Kelloggs", and plaintiffs do no claim that any such right ever was granted or settled upon them.

Court Upholds Claims of Defendants

4. That the plaintiff Company (The Kellogg Food Company) are trailing their Kellogg's Bran and other Kellogg products on the trade mark, good will, advertising and trade guarantees of the defendant company, by deceiving and confusing the trade public.

All these claims were sustained by the Calhoun county court, and later by the Michigan Supreme Court. Therefore it was decided that the Kellogg Toasted Corn Flake Company have the exclusive rights to the trade mark "Kelloggs." This decision was based on the rule of law that the trade mark or trade name is the property of those who made it valuable, and its use by others than those who earned a reputation thereunder would be a fraud upon the public. Hence it will be seen that it was the Toasted Corn Flakes Company, and not the doctor who made the trademark "Kelloggs" valuable, hence their right to the use of the name. The court also

Have You Seen the New *Four Page* Dartnell Weekly Salesman's Bulletin?

LIKES THE NEWSY FLAVOR

We believe there is a good deal of value in a new form for the Salesman's Weekly Bulletin. The inside can be made especially attractive with newsy feature articles and we think it would be of a great deal of value to salesmen in general.

You are absolutely right that the year of 1921 is to be one in which the man with the best selling program in mind is going to win. We think that a form on which he can check himself up is a very good one and that it could add materially to his effectiveness. Assuring you of our desire to co-operate with you, we are

COPPES BROS. & ZOOK

Geo. B. Norton, Advertising Manager

WILL ACT AS GREATER STIMULATOR TO SALESMEN

In this morning's mail I received a sample of your new Special Sales Bulletin and also of the Dartnell Sales Index. You are certainly to be complimented on the appearance of the Sales Bulletin. In its present form it will unquestionably act as a greater stimulator to the salesmen to whom it is sent, and should also serve in enabling them to to check up their efficiency.

THE HOME PATTERN COMPANY, Inc.

Leslie H. Coloney, General Sales Manager

A DECIDED IMPROVEMENT

I think that a Sales Bulletin like the enclosed would be a decided improvement. You have been sending us two or three copies of the old style bulletin each week but if you are going to get them out in this form, I probably would want twenty in each mailing.

If you have twenty like the enclosed to send us I will be glad to mail them out to our salesmen. This is a decided improvement on the old way and hope you will keep it up and if you can get us twenty of these to me by return mail, I will appreciate it very much.

HICKS-FULLER COMPANY

B. P. Kerr, Sales Manager

SPLENDID FOR CONSTRUCTIVE WORK

The new bulletin will be a decided improvement over the one used in the past. We are publishing a house organ for our salesmen and cannot say yet whether we will avail ourselves of these weekly bulletins, sending them out to the salesmen. For this reason it is immaterial to us whether the back of the bulletin is printed with the form you suggest, or left blank to be filled in by your subscribers. The writer's individual opinion is that the form you suggest is a splendid one for constructive work and development in the salesmen. If this good work is accomplished with some men, it need not be effected in any way by the fact that there, of course, will be some salesmen who will not fill out this information for themselves or for others.

FYRAC MANUFACTURING CO.

A. B. Harris, Sales Manager

WANT IT FOR BRANCH MANAGERS

The proposed new salesmen's bulletin is much more appealing than the old style. If it is to go out in this way, kindly advise your price for additional copies as I think these would be valuable to us to mail out to our Branch Managers.

BETTER BRUSHES, Inc.

M. E. Northrop

IT'S A CORKER!

The Special Sales Bulletin is a decided improvement and one of the best I have seen—I want to congratulate you on your Dartnell Sales Index. This is a corker!

THE H. BLACK COMPANY

H. J. Winston

A BIG STEP FORWARD

These two new features easily assume first place in your service. This bulletin is so far in advance of old style there is no comparison.

Congratulations.

THE WM. G. HESSE & SON MFG. CO.

L. J. Kern, Vice-president

***Send for Free Sample of the New Bulletin
Sales Index and 1921 Year Book***

THE DARTNELL CORPORATION, 1801 Leland Ave., Chicago

SALES EXECUTIVE SEEKS NEW OPPORTUNITY

A high grade sales executive who has developed some of the largest sales organizations in the United States, directed national advertising campaigns and built nation-wide businesses, is open for a connection. He is 42 years of age and has a coast-to-coast acquaintance among the mill supply, heavy hardware and hardware jobbing houses. His knowledge of the field is such that he can practically control the trade on any line with merit.

He recently concluded the introduction of a hardware specialty, the success of which, if mentioned by name, would suggest the ability of the sales executive and the soundness of his sales planning. Unusual letters of commendation from previous employers can be furnished to concerns seeking his services.

A discussion of his ability to fit into your organization ought to bring out some interesting information. He solicits correspondence from high grade concerns looking for constructive sales management.

Address Box 235, Sales Management
1801 Leland Ave., Chicago, Ill.

We Want a Sales Manager

To a clear thinking two-fisted sales executive who knows how to recruit, train and develop an investment security sales organization, we can offer a splendid opportunity.

A liberal compensation will be measured to match the man. The future will be what he makes it.

The man we expect to qualify has a keen well-balanced mind coupled with clean character, ability and experience. He is of good address and somewhere between 30 and 40 years of age. He is a shrewd judge of human nature. He works along constructive lines and is able to command the respect of his fellow executives and the confidence of his salesmen.

His problems will be simplified if he has experience in training and directing salesmen selling something more difficult for the average prospect to visualize than tangible merchandise. Can you qualify? If so, a well rated New York institution would like to hear from you. Be thorough in your reply. It will be held in confidence.

Address Box 230
Sales Management Magazine
1801 Leland Ave. Chicago



Trade-Mark and Good-Will Protection

Subscribers are invited to submit problems relating to registration of trade mark, label infringements, etc. If possible, they will be answered in a forthcoming issue. Address: Trade Mark Department, Sales Management Magazine, 1801 Leland Ave., Chicago.

No Immediate Prospect of a National Trade-Mark Law

Fresno, Cal.—According to your lights is there any prospect that Congress will enact, this winter, a law to provide a national trade-mark for use of all U. S. products designed for export? I observe a newspaper statement to the effect that an effort will be made to bring about authorization to this end.—R. C., Jr.

Frankly, there does not appear to be a chance in the world that Congress will act upon this long-agitated proposal in the near future. The expression to which you refer was inspired by certain trade-mark attorneys with whom, for obvious reasons, the wish is farther to the thought. As a matter of fact there is a sharp difference of opinion as between opposing business interests whether a "National" trade-mark would be a good thing and, mindful of this controversy, Congress is the less inclined to precipitate the issue.

for dissolution. In actual practice it has pity, that neither program was followed. And, in cases such as that of Lepow versus Kottler the courts have declared that, in the absence of any definite disposition of good-will, each member of a partnership is entitled to continue in the same line of business under his own name. Even if one erstwhile partner holds himself out as successor of the old firm he is not entitled to restrain his former associate from using the firm name.

Safeguarding the Good-Will of Distributors

Indianapolis, Ind.—Can you tell me, is it the policy of the Federal courts and the Patent Office officials, who are delegated to forestall infringement, to grant the same measure of protection for the good-will of distributors that is accorded manufacturers and primary producers?—A. T. S.

Most emphatically yes. There have been a number of incidents that illustrate this but, as luck would have it, one of the most enlightening is of very recent occurrence. The censors at the U. S. Patent Office held up the application for the Interrieden Canning Company when that firm essayed to register the trade name "Peter Pan" because Cit was felt that to sanction this use would trespass upon the good will of the firm of Theodore H. Davies & Co. which is using substantially the same mark on a somewhat different line of goods,—but goods that are sold in the same stores as would be the line that would carry the parallel label.

When the case was carried on appeal to the office of the Commissioner of Patents that worthy made the interesting point that especial precaution against confusion in trade was necessary because it was good-will in distribution rather than good-will in production that was involved. The reviewing authority in establishing this interesting precedent reasoned as follows:

"Confusion would be more likely to arise in the case of a wholesaler adopting a mark for the goods which it might purchase for resale to retailers. In the case of marks adopted by middlemen of this character the public relies not upon the fact that the goods in question have been actually manufactured from the raw material into salable form by him, but upon the fact that the middleman exercises his judgment and care in the selection of the goods handled by him and that such judgment and selection have been found by experience to be dependable."

Any Instrumentality of Sales May Create Good-Will

Bath, Maine.—Incident to the discussion of the terms of a lease, a discussion has arisen as to the possibility of protecting the good-will that is supposed to exist in a place of business as distinguished from the name of the business. Is it a recognized principle that good-will is associated with the site or scene of a business?—McM. & L.

The courts have, on sundry occasions, formally acknowledged that good-will may invest or be created by what we might characterize as an instrumentality of sales. This is to say, good-will may exist in a firm name, in a place of business, in a commodity or line of goods or in an individualized form of "service". And wherever good-will exists it is, according to the jurists, entitled to protection against any competition that would beget substitution or bring about mistake on misconception in the minds of customers or prospective customers.

Good-Will Under Dissolution of Partnership

Louisville, Ky.—Can you inform me as to the status of good-will when there is a dissolution of the partnership under which the good-will has been created and developed?—G. H. W.

If the partners have been as far-sighted and provident as might be wished, the disposition of the existing good-will will be predetermined under the articles of agreement under which the partnership was formed. If that provision against contingencies was not made, the next best thing is to endeavor to arrange a plan of good-will "succession" in connection with the agreement

The Advertising Outlook for 1921

To those who permit themselves to become filled with apprehension that all business is going to smash, merely because volume of advertising is endeavoring to swing back to the point where it would have been had there been no World War, this statement may prove of value.

Total volume of advertising in the New York daily newspapers each year since 1913:

1913	99,142,802 lines
1914	94,026,710 "
1915	95,782,276 "
1916	104,411,585 "
1917	108,060,978 "
1918	106,055,622 "
1919	145,879,360 "
1920	*160,000,000 "

*Estimated.

It is probable that these figures reflect conditions all over the country. The only figures we have available for the United States are those concerning 89 newspapers in 18 of the larger cities in the country for the years 1918 and 1919.

1918	631,313,333 lines
1919	879,662,250 "

The gain for the New York newspapers 1919 over 1918 was 39,823,747 lines, or 37 per cent., while that for the 18 cities was 248,348,917 lines, or 39 per cent.

A gain of 10 per cent. for 1920 over 1919 for the New York newspapers, or a total of 51 per cent. gain 1920 over 1918, gives us an indication of the development which has taken place.

What About 1921?

In view of the fact that advertising rates have been increased materially over 1914 and that we are probably destined to pass through a period of readjustment we cannot expect to continue on the basis of 1920 or even 1919.

Notwithstanding the enormous swing of large volumes of foreign advertising from the general mediums to the newspapers as evidenced on every side, we can hardly expect to maintain the inflated basis of 1919 and 1920.

Business generally is going to require the beneficial results of advertising more than at any time since 1908-9.

A sane estimate of the total volume for 1921 for the New York newspapers would seem to be 120,000,000 lines, which will mean more business than in any normal year in history, or about 20 per cent. above the average normal, 1913 to 1918 inclusive.

Business for 1921 will probably be far above the pre-war normal, but there will be those who find it difficult to believe that any recession does not mean bad business.

Those who seek to reduce expenses by reducing advertising too radically will suffer more seriously than those who maintain a reasonable volume employed most effectively in their newspapers.

The New York Globe is fixing its 1921 budget upon the basis of reduction in the volume of advertising indicated herein. If the volume is heavier it will help reduce manufacturing costs and advertising rates.

JASON ROGERS

MEMBER A. B. C. The New York Globe A DAY 170,000

Findex

Makes New Customers From Old Prospects

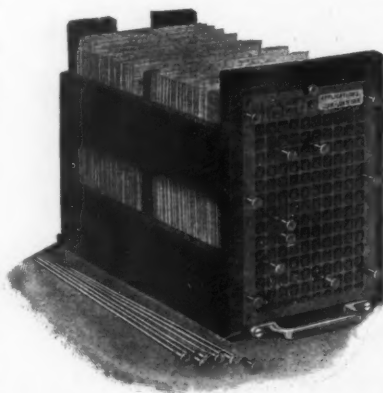
THE Merrill Company of San Francisco manufactures and markets the new Merco-Nordstrom Plug Valve, used in a variety of industries where service conditions are especially severe. The valve is made in ten different metals. There are thirteen regular sizes, five types, and other special characteristics.

The business is in its infancy, and it is of the greatest importance to the Sales Manager to keep constant watch of the development which runs into many extremely varied lines.

HERE was an ideal problem for Findex! Figure for yourself the number of possible combinations of ten metals, thirteen sizes, five types, and other special characteristics; figure the problem of keeping the customers for each of the special types and sizes segregated so that the sales department could promptly and regularly have the varied records needed and that manufacturing production could be made to parallel customers' needs!

Variously Used By

Alexander Hamilton Institute
American Telephone Company
Avery Company
Bank of Italy
Bethlehem Shipbuilding Corp.
Bureau of War Risk Insurance
California Barrel Company
Columbia University
Curtis Publishing Company
Equitable Assurance Society
Federal Reserve Bank
Independence Bureau
National Research Council
Pacific Mills, Limited
Pacific Steamship Company
Seattle Hardware Company
Standard Oil Company
Twelfth Naval Reserve
District



FINDEX — "a thousand indexes in one" — was indeed the solution. Findex provided a geographical index, dividing the United States and foreign countries into forty-five districts. "Findexing" provided for the simultaneous recording of sales in three separate offices, of which a different type of valve is necessary. In two minutes the Sales Manager of The Merrill Company can secure accurately such varied classifications as the following:

- a—All soap factories in Ohio using Merco-Nordstrom Plug Valves.
- b—All customers in the mining and milling industry in California who have given written recommendations for cast-iron Merco-Nordstrom Plug Valves.
- c—All customers of cast steel, screwed, three-way, two-inch Valves using Lubricant No. 1.

AND this information is all contained on six by eight Findex cards. —not only a valuable record of the varied needs and expediences of customers, but a classification of all inquiries for special valves involving future prospects.

When a new style of valve is ready for market a moment's notice will produce the proper cards for all interested prospects.

What Findex Is

Findex is a simple drawer with cards having a series of slots. The insertion of rods for the required selection makes available, almost instantly, the desired group, raised up from the mass. Your business, too, undoubtedly has a need for Findex. Mail the coupon below for full information.

The Findex Company

Woolworth Building,

New York

Have your stenographer clip and mail coupon below

Findex Company, Woolworth Building, New York,

Please send me full detailed information on Findex.

Name

Address

"We've Got to Cut Prices—That's All"

By R. B. Lee

It is only natural that salesmen should feel it is hopeless for them to try to get orders until prices have been cut still deeper. They hear this so many times every day that they believe it against their own better judgment. It is hard to make them realize it is not the price, but themselves, that are at fault. Mr. Lee has written a story around an actual experience along these lines which will prove interesting to read. It may give you a thought or two that you can put to work.

IF the morning mail that comes to any sales manager's desk is to be believed, the present slump in buying among jobbers and dealers is a subject for the greatest pessimism among the knights of the Pullman cars. Every salesman seems possessed with the same spirit that actuated a certain New York push-cart peddler who recently applied for a permit at the License Bureau. Among the blanks to be filled out in his application were two, headed, respectively: "Born" and "Business". To the first he answered "Yes" and to the second, "Rotten."

In the train smoker, in the hotel lobby, in the outer offices one hears this stereotyped answer to the question "What's your line?" "Rotten!" It was a refreshing relief from this atmosphere of blue gloom when the following story of one sales manager's drastic measures to conquer his salesmen's funk came out in the course of one of those deadly smoking-compartment autopsies which every traveller overhears these days. The only man in the group who looked cheerful finally spoke up.

The Boss Was All "Fed Up"

"Go on and grouch, you fellows! It won't get you anywhere. But let me tell you right now that although I'm carrying a line that's harder hit than most of yours, I've got more orders tucked away in that old oaken satchel there than I ever had before." Just what his line was, none of us knew—we hadn't yet gotten to the stage of telling each other our past lives, but we gathered from his later remarks that he sold toilet preparations.

"All right, father, shoot us the lecture," replied one cynical youngster, settling back resignedly to listen to the inevitable sermon he foresaw.

"The trouble with you chaps is that you've got the hump. Just because you've had a few cancellations handed you and because you are hearing the word 'no' said in several new varieties, you've let the temperature of your feet drop to zero. Oh, I know—" he went on hastily, as a chorus of protest arose, "—I've been through it myself. Why, last month I was writing the boss every day, begging him to call me in off the territory and to get me to work at the home office doing something more useful.

"But our little old S. M. will stand just about so much of that sort of stuff—and I guess he was getting it in bunches from all the other territories. So, the first of last month I got a hurry

call to hit the road home for a sales meeting. Believe me, I went—all loaded up with a lot of ideas in my system that I hadn't dared put down on paper but which I meant to spring on that sales meeting.

"Well, when we all got there and lined up in our chairs in the meeting room, the Sales Manager got up on his hind legs and lit into us. I've heard some ground and lofty cussing in my day but never do I hope to hear myself called a jackass in as many different ways as we heard ourselves described then.

"'You're like a bunch of old women!' he says. 'If a snake runs along the road in the next county you go off into hysterics for a week. Now you know as well as I do that people are buying soap and cold cream just as much today as last year—everybody washes just the same.

"'It isn't as if we had a high priced line of fancy goods or something new that we are trying to put on the market. Our stuff is a standard line, known from Alaska to New Zealand, advertised to beat the band, and priced within the pocketbook limits of everybody from Fifth Avenue to Grand Street. The demand is there, but you tell me that your jobbers and dealers won't buy. What's the matter? Wait—' as every one of us started to talk at once, '—don't knock, boost! What can we do about it?'

Salesmanship vs. Price-Cutting

"Old Bill Sweeny of St. Louis territory, got the floor finally and he cut loose with this argument: 'Boss, we gotta cut prices, thass all. This Frenchman, Coty, has murdered his L'Origan prices fifty percent. Where do we get off trying to hold our dealers in line on the same prices we had last year?' And we all nodded in agreement.

"But the boss, he only grinned. 'Old stuff,' he says, 'and it can't be done. If you want to get an eyeful on that subject I'll get Blake, our production man, to show you his cost sheets. Don't let your trade bamboozle you with any talk about profiteering. Our raw materials haven't gone down much yet, they average only 15% lower, and our labor cost has gone up more than that—no, siree, that's not the answer.'

"Then Bardwell, our Dallas man and an old stager at the game, got up. 'Charlie,' he says, 'I been at this business longer'n you have, and while I don't presume to know more'n you about the managin' end of the game, it sort of seems like to me as if we oughta lay off for a while until our trade gets some of

their stock moved off their shelves. Speakin' for myself, I'd be willing to take a month's vacation, without pay, just now.' The younger fellows howled at this, but a few of us agreed.

"'Tell me Bard,' asks the old man, with a chuckle, 'can you get your competitor, Davis, out there to lay off, too, so that he won't steal your trade while you're away?' That settled that.

"Then up gets a youngster, a peppy young chap that's only been with a while. He's all bubbling over with an idea. 'Mister Clark,' he says earnestly, 'it seems to me we ought to advertise more; make a big splash right now and show the trade we've got confidence in our line and the demand for it. Get up a snappy portfolio like you gave us last fall and let us carry it around to the dealers and make them come across.' There were several grumbles from old-timers about spending more on advertising when they might better add that amount to the pay-roll. But the S. M. put the kibosh on this idea.

They Needed New Accounts

"That's the best suggestion yet, but we've thrashed that over pretty thoroughly here already. The advertising department says its too late to catch the magazines and trade papers that will do us any good until summer and, besides, dealers are getting fed up with this portfolio stuff. A good many of us overloaded them last fall on the strength of our 1921 advertising and they're off that argument for life.' There were no more suggestions made. The boss waited a minute or two.

"'Nobody else? Well, it looks as if it was up to me. Here goes!' And he waited a second or two till we were all set.

"The big things you can do right now is to go after new dealers; to get more accounts on our books.' If he had heaved a hand grenade at us he couldn't have startled us more. We jumped up as a man and started to argue in a bunch. Get new dealers when we couldn't even hold our old dealers? Get stores to take on a new line when their bankers were shutting down on their introducing anything new? Where did he get that —. It was some session for about five minutes. When he got us calmed down, the S. M. went on to explain.

"'You don't get me a-tall!' he roared. 'Let me take a particular case. Bill,' he pointed at Sweeny, 'what line of toilet preparations does Russell-Konover, your biggest St. Louis department store carry?'

"These darned Frenchies"—all high class stuff—cutting prices—Coty, Roger and Gallet—they can't see our stuff with a telescope!" yells Sweeny, touched on a raw spot.

"Right—that's the point. You probably haven't been near them for a month. But, believe me, that's the best prospect you've got today. People are quitting the luxury lines. Even if the prices are cut seventy-five percent, folks won't buy. For two reasons. First they think that prices are going lower yet, even though they aren't. Second, the grand old public is waking up from its spree of luxury buying and in its period of morning-after it is yelling for the little old ice-water jug of standard products.

"What are the banks shutting down on? Luxuries! The Merchants National of Carthage, N. H., won't finance George Swift on a new lot of millionaires' automobiles he wants to buy, but they'll take his paper for thirty thou-

sand if he puts in Ford trucks. Russell-Konover's bank probably won't let them buy a fifty dollar bill of goods from Coty today, but they'd welcome the substitution of our line for those high-priced specialties—because they're standard lines—all-year and every-year movers. Prove that to Sims, the buyer, and you'll get the biggest order you've had in six weeks.

"Every one of you fellows have a bunch of high-class dealers whom you've never been able to touch, especially during the war and the riot of lavish spending. They're climbing down to our level now—go get them. Tell your jobbers this, get their road men full of it and I'll venture to say you can add ten new accounts a week, each of you, to our books in the next two months."

"He sat down. I guess we all looked kinda sick. I know I was running over in my mind a list of half a dozen dealers I'd passed up in the last month or so be-

cause they'd never listened to me last year. I could see that our line offered them a chance to retrench and yet keep up their turnover—and offered me the chance to put some good permanent customers to my credit.

"How about our regular trade?" pipes up one salesman.

"Keep after them, too. Don't neglect them, but don't push them. Be satisfied to take little orders from them now and then. Remember, the thing that counts most right now is not the volume of business you do, but the number of orders you get. We're big enough to stand a temporary slump in the size of orders, but no company is big enough to stand losing very many of its customers permanently. Right now I'd rather have you sent in ten orders of ten dollars each than one order for two hundred. Get me?"

"We got him, O. K.

"One more thing," the S. M. says, "It is times like this when the value of our policy of advertising consistently shows up. Last spring when you'd oversold the factory for the entire year you were kicking about our increased advertising appropriation. While we didn't know that this break was coming, yet we invested that money as insurance against it. You couldn't go out tday and sell the Russell-Konovers of your territories if we'd turned that money into dividends or even bonuses."

The cynical salesman who had been pretending to doze through this "lecture," glanced out the window at the approaching station. He jumped up, grabbed his bag and hat and strode out.

"So long, fellows," he said, "I've just remembered an account here I guess I'd better go after."

An eastern shoe manufacturer of national repute claims that more shoes have been consumed than the factories have turned out in the last few months. He feels confident that there is no surplus of shoes and business in this line is sure to increase decidedly. Resumption of manufacture to the tune of 10,000 pairs daily is the manner in which he shows his sincerity in his predictions.

Considerable optimism is reported from the leather trade. English buyers have placed some interesting orders for immediate shipments. There is also much gossip about large shoe interests placing big orders, and some have gotten past the stage of gossip. Although not quite normal, business in this line is showing a decided betterment.

Several recent news items report improvement in this silk trade. Manufacturing interests—especially the waist and blouse firms are placing orders, and inasmuch as the trade feels that prices have reached bottom a resumption of buying all along the line is anticipated.

Hardware stores throughout the country reported an unusually heavy Christmas trade. Larger sale of toys is said to account for this, although large sales of electrical goods were reported.

GRAPHIC MARKING DEVICES -

**FOR
MAPS
AND
CHARTS**

Every Salesman Needs EDEXCO DEVICES

for keeping Graphic Records

Compare sales with quotas—locate agencies—check credits—tell where men are—ALL AT A GLANCE.

Send \$1.00 today for big trial outfit

containing 100 map pins and other marking devices, sales maps, charting papers, curve cards, **EDEXCO** map mount, 2 catalogs—**Graphic Supplies and Mechanical Graphs**—and special Instruction Sheet on Starting and keeping Graphic Records. Catalog alone sent free. Please indicate one desired.

EDEXCO GLASS HEAD MAP PINS

Color runs clear through. Will not peel, chip, nor scratch. 2 sizes—5 shapes—16 colors.

EDEXCO Pins make your sales map tell the truth

Educational Exhibition Company

234 Custom House Street

Providence, R. I.

1921 — a Message to Industrial America

THE industrial pendulum is swinging back. The period of reckless buying is past. The period of intensified selling is being ushered in. Nineteen-twenty-one confronts executives with three major problems—intensified salesmanship, the reduction of selling costs, and service.

Intensified salesmanship means aggression — formulation of a definite sales policy and the courage to carry through.

Reduction of selling costs means elimination of waste—waste territory, wasteful ignorance of markets, wasteful methods.

Improvement of service means growth. Without intensified salesmanship and reduced sales costs, it is impossible. With them, it is inevitable.

Recognizing the truth of these principles, the Herald and Examiner, serving the richest and most stable market in America, has devised a sales and merchandising plan which combines service and knowledge of markets with economy and maximum sales results—a plan that has been tried and proved successful.

Manufacturers who demand success of 1921 are invited to write for details. Ask for exposition of our merchandising plan for securing distribution and sales in Chicago—the world's wonder market.

John A. Dickson
General Manager.

CHICAGO
HERALD AND EXAMINER
AMERICA FIRST

The Fastest Growing Newspaper in the Richest Territory in the World

Intelligent selection is the keynote of business success. In 1921, more than ever before, Chicago will be a strategic center in which to seek expansion and solid growth. A market built on the granite of human needs, impervious to the changing winds of industrial fortune, strong, dominant unchanging—such a market is the dream of industry. And such a market is Chicago! Concentrate on it in 1921.

New York Office:
Room 802, Astor Trust Building
Telephone, Vanderbilt 1739



The Gateway to the Chicago Market



EDITORIAL

The Small Manufacturer and His 1921 Sales Problem

The country is dotted with manufacturers in all lines of business who are wondering how they are going to get enough business this year to keep their plants busy. Selling percentages have doubled and trebled since last summer. Only concerns of means can afford to maintain a large enough sales organization to thoroughly cover the country, and even then it is a question whether the expense will be justified by the immediate returns. One possible way out that occurs to us is the pooling of sales organizations. Let four of five concerns selling non-competitive products through similar trade channels organize a selling company, engage a capable general sales manager, who in turn will organize a national sales force. This is not a dream. The plan has been successfully followed in numerous lines with marked success. And under existing conditions it is sure to be given a decided impetus during the next five years. It is the only practical way that will enable a small manufacturer to work the small town market and secure intensive distribution, without the bank-breaking cost of a large specialty organization selling his product alone, or without putting his entire future in the hands of a few brokers and jobbers. It must be recognized that the plan of pooling sales organizations is quite different from selling through brokers, although there is a certain similarity. As every manufacturer who has tried selling through brokers knows it is very difficult to get brokers to really get behind a new product and push it. Most of them have all they can handle as it is. Too many of them are in a rut, and seem unable to climb out of it. A pooled sales organization is under the thumb of those concerns who control it. If the district manager at a certain point is not producing a satisfactory volume of business he can be replaced by one who will. In short there is very little in the way of modern sales management as applied to a large specialty organization, that cannot be equally well applied to a pooled organization. And best of all it makes it possible to employ a really big-calibre sales manager to direct operations—an all important factor in sales success during the period we are now entering.

A Cut in Price Won't Take the Place of Salesmanship

There seems to be a tendency on the part of sellers to think that all they need to do when orders fall off is to cut the price and the flood gates will be opened. Unfortunately the reverse is true, as many of our

readers are learning to their sorrow. A lower price may, if properly staged, reduce sales resistance but it won't sell your goods for you. Only salesmanship will do that. Take clothing prices for example. They have been unmercifully slashed. What has been the result? Are clothing factories working day and night because their prices are back to where they used to be? On the contrary the industry is marking time just as it did when higher prices prevailed. The same is true in the automobile field, in the shoe field, and in numberless other fields. Instead of stimulating sales, the cut in prices has quite often only served to confirm the suspicion that there has been profiteering and fostered the hope that the bottom is "beginning" to drop out. The public is very much like the boy who walked through the corn field looking for the biggest ear of corn. He kept walking and walking, always thinking that the ears on the stalks just in front of him were bigger, until finally he came to the end of the corn field and had to be satisfied with the culls in the last row. We do not dispute that prices must be readjusted. Economic conditions cannot be denied. But we urge our readers not to suppose that simply because they cut prices that the business is going to roll in of its own accord. More and better salesmanship is needed to close orders in an era of sliding prices than during a period when prices are at dizzy heights.

Did You Ever Hear of Bread Lines In the Country?

We hear much from economists about the reduced buying power of the farmer. One almost gets the impression that the farmers are verging on bankruptcy and ought to be passed up in the sales program. Don't fool yourself about the farmer, and above all don't make the mistake of slighting him in your 1921 sales plan. While it is true that prices have gone down, do not lose sight of the very important point that after the process of price adjustment is complete the farmer is going to be a good deal better off than he was when prices were high. Statisticians generally have lumped the total 1920 crop and computed its value before and after the price break to ascertain the "loss". In their haste to be sensational they forgot that a bulk of the 1920 crop was marketed before the price drop so that farmers actually only took a loss on what they sold after prices fell. In the case of wheat, 40 percent of the crop was sold before mid-September. While it is true that corn is later in being marketed, most corn is fed on the farm and lower prices on

COMMENT



corn mean higher profits on live stock. Our best information, from a reliable source, is that the \$5,000,000,000 loss claimed for farm products is about \$3,000,000,000 too high, and at most the loss will not be over \$2,000,000,000. Taking into consideration the record crop, this means a drop of only 8 percent on the 1919 valuation. With the dollar buying one-third more than it did a few months ago, it is plain to be seen that an eight percent cut in income will soon be absorbed. Instead of finding himself broke, Mr. Farmer will soon awake to the fact that he has more money to spend than ever before and the man who discounts that awakening by going after the business NOW while his competitors are attending business condition post-mortems is going to get the big juicy plums.

—o—

A Sales Manager's Greatest Asset

George P. Rowell, founder of Printers' Ink, is credited with the statement that one of the greatest assets a young man in business can have is the good-will of his former employers. A prominent manufacturer said recently: "Show me a man who has left the door to every former position open so that he could if he so wished, go back, and I will show you a man who will make good." It is sound logic and it applies just as well to a sales executive as it does to the man in the ranks. The short-sighted policy of the man who figures: "After I am gone I should worry" hurts nobody but himself. The man who deliberately tries to leave things so that his successor will have as much difficulty as possible to get them straightened out is throwing away a valuable asset—the good-will of a former employer. The foregoing observations occur to us in connection with a letter we received a few days ago from one of our subscribers. We asked him for a chart of his sales organization. He replied: "I am sorry that I have no chart giving just the information you desire. The only thing I have is a chart showing the various steps of the work in my department, so that should I leave suddenly my successor will have the thread. I would be glad to send it to you if you think it would be of value." How many sales managers are there who have taken the pains to prepare a chart in case they "leave suddenly." Not many we fear. Yet every one in charge of a business department, whether it is the sales department or some other department, should in his own best interests do something to make it easy for another to take up the work where he leaves off. We never know what tomorrow has in store for us.

SALES MANAGEMENT

Do the Men Who Write Your Letters Know the War Is Over?

Salesmen do not have to be told the war is over. A dozen balky buyers remind them of the fact every day. But it is not so true with the man who does his selling by mail. Lacking the salesman's opportunity for personal contact with buyers, changed conditions are slower to reach him. A subscriber to this magazine wrote a Toledo concern for a price on Pitch, properly barreled for shipment, freight aboard steamer New York. The order amounted to about \$15,000—not so large that it was out of the ordinary, yet an order which any refining company would have jumped to get in 1914. But the bright young man who was charged with "handling" the inquiry had never met 1914. He was a product of 1919. So he replied as follows:

"In order that you may understand the situation we beg to advise you that we have closed down our plant in Chester and are therefore not in a position to load this material at that point. When we sell this material it will be necessary for use to sell it on the ground at Chester, buyer making his own arrangements as to loading, etc. We are pleased to offer you this material, subject to our confirmation and if, unsold, on the ground at Chester at \$22.50 per net ton.

When our subscriber received this master-piece of sales correspondence did he rush to the telegraph office to wire his thanks for the great courtesy the refining company had extended to him in even quoting him a price, even though the information he needed was ignored? That you will recall was the procedure in 1919. Not this buyer. He wrote back as follows:

"Some months ago there was a seller's market in this country and when it finally ended any large buyer had a decreased respect for American business firms.

"Now we have a buyer's market—if you could call it a market at all. I mention this rather obvious condition because apparently you people are not yet aware of it.

"After writing you several letters I am at last able to extract from you the information that you have on ground at Chester 700 tons of Pitch which you will sell me at \$22.50 a ton on the ground and that I must make my own arrangements for loading, etc. Of course, such a small order as \$15,750 does not agitate either of us greatly, but looking at it from the standpoint of commercial common sense I should say it would be better and easier for the seller to make loading arrangements and delivery to seaboard on an order for export.

"So if you wish to quote me F. A. S. New York on Pitch properly barreled for export shipment we can perhaps do business. Otherwise we will call the matter closed with a suppressed yawn on my part."

This Newspaper Promotion Department Secures Sales to at least 50% of the retailers before you advertise

TO develop intensive newspaper advertising this promotion department performs the following service before the advertiser runs any advertising or pays any money:

- (1) Secures sales to minimum of 50 per cent of the acceptable retailers.
- (2) Furnishes advertiser with proper jobber order for the merchandise sold retailers;
- (3) Jobber order includes jobber reserve stock equal to 50 per cent of the total sales to retailers;
- (4) Furnishes advertiser with detailed report for each city as the work proceeds showing retailers sold and retailers not sold.

All these things are explicitly specified in the contract.

There is no charge other than the rate for the advertising space.

The merchandising work is done by experienced men not by the local newspaper.

For Established Advertisers

This program corrects the evils of spotty distribution, secures increased retailer sales, retailer and jobber attention with opportunity to dominate the market.

For New Advertisers

This program gives the greatest assurance of success by retail dealer distribution and jobber connection with opened merchandising channels paralleled by intensive newspaper advertising.

COMPREHENSIVE PROSPECTUS SENT ON REQUEST

Department of Advertising and Merchandising

Illinois Daily Newspaper Association

109 North Dearborn Street,

Chicago

43 Distributing Centers—43 Daily Newspapers



Should Salesmen Get Credit on Chain Store Business

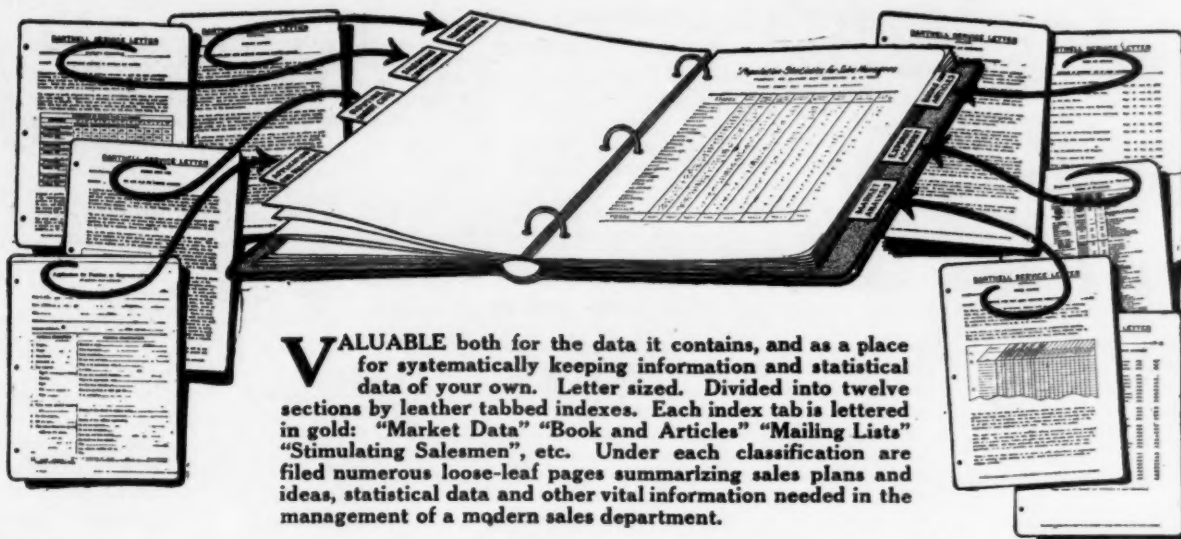
THE plan of F. A. Thompson Company, manufacturing pharmacists, to insure fair compensation of their salesmen on business from chain stores may prove suggestive to other subscribers to *Sales Management*, as it is at times a serious problem to decide just who shall receive credit for chain store business, and how to calculate the business which should be credited to different members of the sales force.

At one time the New York office of the Thompson organization received credit for all sales made to a certain large chain of stores, some of the salesmen most directly responsible for the business received no credit for it. This was obviously unfair so Mr. Dikeman wrote to the headquarters of the chain and obtained comparative percentages on the amount of business done in each store on his products. Therefore, if the Cleveland store did 12% of the total business of the chain, the Cleveland salesman was given credit for 12% of the total sales made by the Thompson Company to that chain. In this way every salesman received credit for the business his territory produced for these stores, and instead of the New York office receiving all the profits from this chain it was fairly distributed among the entire organization.

A salesman was heard complaining the other day. He says that in the past year about ten chain stores have been opened in his territory, which is a part of the northwest side of Chicago. These new chain stores are getting a large share of the business and, of course, he feels it, though he gets no credit for the business they do, because the buying is all done in the downtown office. When this salesman took over this territory his line was practically unknown but he has built up a thorough distribution and a good volume of business—now this chain of stores comes in and by aggressive methods secures a healthy amount of business formerly going to the salesman's customers. It seems that some method should be devised where this salesman would get credit for shipments made to the chain store in his territory, at least that is the way he feels and the more of these chain stores that are opened the stronger he feels.

On the other hand there is the manufacturers' side of the story. Salaried men often sell the chain stores; at times price concessions are made, which would make the business rather expensive if a salesman's commissions had to be figured in.

If it is not possible or practical to pay the salesmen commission on chain store business they should be frankly told the reason, so that no dissatisfaction will creep in and undermine their efficiency and loyalty.



VALUABLE both for the data it contains, and as a place for systematically keeping information and statistical data of your own. Letter sized. Divided into twelve sections by leather tabbed indexes. Each index tab is lettered in gold: "Market Data" "Book and Articles" "Mailing Lists" "Stimulating Salesmen", etc. Under each classification are filed numerous loose-leaf pages summarizing sales plans and ideas, statistical data and other vital information needed in the management of a modern sales department.

Over 10,000 of These Desk Books Now in Use by Sales Managers

No well-equipped sales department can afford to be without it. It will repay its cost many times every month. It summarizes in a few hundred boiled down letters the picked sales plans of America's most successful sales executives. Invaluable for working out sales campaigns, re-organizing the sales force, for house organs and sales bulletin material, assigning sales quotas, etc. Every plan fully described with all working information.

Some of the Information the New Dartnell Desk Book Contains:

Plans for Speeding Sales: Graphs that show salesmen business they are missing; Ratz plan for routing salesmen; plan for developing all around efficiency; checking methods to show territory conditions, etc., etc.

References for Sales Executives: List of articles that have appeared in Sales Management Magazine, Printers' Ink, Advertising & Selling, The Mail Bag, and other publications of value to a sales executive. Lists of books relating to sales management and selling. How to arrange this data.

Vital Sales Statistics: 1920 population statistics for reassigning quotas; analysis of auto registrations by states; chart analysis of retail selling data; comparative earnings of salesmen in varied lines of business; comparative tabulation of salesmen's operating costs; automobile expense data; etc.

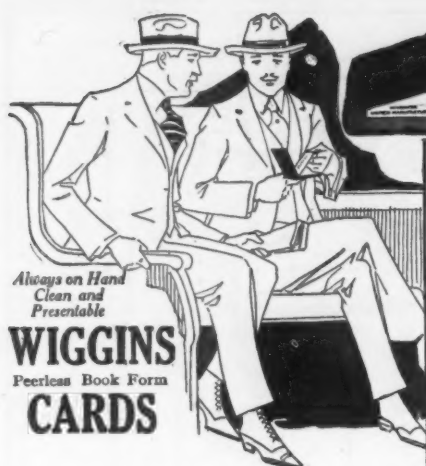
Model Forms for Sales Uses: Application blanks for salesmen's report forms; Territory analysis records; form of notes used in giving salesmen stock; salesmen's employment records; salesmen's contract and dealer agreement forms; etc., etc.

Price, complete with black leatherette ring binder, set of leather tabs, extra note sheets, and two hundred pages of reference data—\$7.50

Sent on Approval, Subject to Return, if Not Satisfactory

The Dartnell Corporation

Publishers of Books and Reports for Sales Managers and Salesmen
1805 Leland Avenue, Ravenswood Station, CHICAGO



The Open Sesame to Acquaintance and Business

Wiggins book-form cards carry an impression of quality and distinction.

Handy leather case fits vest pocket. Cards detach with a smooth, clean edge—not perforated. Tissue between cards can be used for memoranda. Ask for tab of specimens.

WIGGINS

Peerless Book-Form Cards

THE JOHN B. WIGGINS CO.

Established 1857

1100 S. Wabash Ave. 122 S. Michigan Ave. CHICAGO

A House Organ Service that has proven itself

When you buy a house organ from The William Feather Company you get a magazine of a type that has produced results for forty different companies in as many different lines of business.

William Feather house organs are standardized. We know what they will do and what they will not do.

We know that they will build good will and confidence and that they will tie

a user up to his customers in a way that no other form of advertising will.

A William Feather house organ is produced for about one-third of what it would cost you to handle a similar publication within your own organization.

Not everyone can buy our service; not everyone can use it. Therefore, in writing for complete information please tell us what you hope to accomplish through the use of a house organ.

Our book, "What 313 American Firms say about the Effectiveness and Cost of their House Organs", will be sent to any one who is interested.

THE WILLIAM FEATHER COMPANY

Syndicate House Magazines

613 Caxton Bldg.

CLEVELAND, OHIO

The Salesman Who Makes Too Much Money

HERE are two big problems to contend with in every sales convention, said R. T. Lawrence, sales manager of the Monarch Engineering Company to a member of the editorial staff of Sales Management. "The man who is making too much money and the man who is barely making a living. The big men in the selling force, men who are making upwards of \$7,500 a year are often men who have risen rapidly—men who have jumped from small salaried jobs into a specialty organization and made good in a big way all of a sudden. These men love to pose and talk about their earnings, they love to say 'Well I told the house where to get off.' And they talk and spout around in front of the hardworking chaps, and tell about working a few hours each day, and not making reports unless they feel like it and all that sort of thing. They get the younger salesman into an unruly attitude, and often make them demand things that are unreasonable on account of their small earnings and sales.

"I particularly remember one man who was a star in a division that had headquarters near my territory. Mr. Lawrence was division sales manager at the time. I told him I liked him personally, and I did, and that I admired his dynamic selling ability but that I wouldn't have him in my selling force. The man was dumbfounded. 'Why, what have I done to you, Lawrence?' he asked me, and when I told him, 'Nothing at all,' I could see that he didn't quite get me. 'Why,' I replied, 'you have spoiled more men than you are worth. Remember Richards? That fellow had one good trait—and one only. You have actually robbed him of his only asset. Before he met you and got your O. T. I. F. (out Tuesday, in Friday) ideas he would work and work hard. He was never very brilliant, had little imagination and not an oversupply of personality, but he would work and make enough calls each day to run up a fair average amount of sales. But you've been preaching all this stuff of yours—bold front, classy appearance, you've taught him how to live a luxurious life, but haven't told him how to sell goods. He is dissatisfied because he cannot make the money you are making, and you've so saturated him with high ideas that he can't find time to work. He will be quitting soon, and will probably drift from one drawing account to another the balance of his life. "I can mention several men you've actually spoiled. Your mode of living is perfectly all right for men who can make the money, but for the plugger who has to work nine hours a day to make a living it is all wrong. You do more to tear down morale at our conventions than any other one man in the entire organization. And I don't believe that you really intend to do any harm, you just like to talk about yourself and your pull at the home office."

You have

at your command in the third largest city in the United States, a Hotel of Steel and Concrete Fireproof Construction, located on that city's main thoroughfare, that has

Light on all
four sides

Large, airy, com-
fortable rooms

Becoming, modern
Furniture

Modern twin beds
in double rooms

Newly equipped,
beautiful baths

Garage



Easy access to all
parts of the city

A famous, moder-
ate priced
restaurant

A large, comfor-
table Exchange

Cozy Writing
Rooms

Roof Garden

And maintains in present times, these rates:

Rooms without Bath, with running Hot and Cold Water,	\$2.50;	Two persons,	\$4.00
Rooms with Private Bath	\$3.00- 4.00;	Two persons,	\$5.00- 6.00
Parlor, Bedroom and Bath (Broad-Street front)	\$6.50- 8.00;	Two persons,	\$8.00-10.00

YOUR TRAVELERS will enjoy the

Hotel Lorraine, Philadelphia

Broad Street at Fairmount Avenue

W. B. KUGLER, Manager

You Have a
Standing Invitation to

Call and Inspect
Our Plant

and

Up-to-date Facilities

You will find upon investigation that we appreciate catalogue and publication requirements and that our service meets all demands.

We own the building as well as our printing plant and operate both to meet the requirements of our customers.

Day and
Night Service



The best quality
work handled
by daylight

One of the largest and most completely
equipped printing plants in the United States

Printing and Advertising
Advisers and

The Co-operative
and

Clearing House

for Catalogues and
Publications

We assist in securing catalogue compilers, advertising men, editors, or proper agency service, and render any other assistance we can toward the promotion, preparation and printing of catalogues and publications. Our interest in the success of every legitimate business and publication prompts us to offer our assistance in every direction that appears practical and possible, and we invite suggestions with a view of making our service most valuable.

Catalogue and Publication

PRINTERS

ARTISTS—ENGRAVERS—ELECTROTYPERS

Make a Printing Connection with a Specialist and a Large and Reliable Printing House

Business Methods and Financial Standing the Highest. Inquire Credit Agencies and First National Bank, Chicago, Ill.

OUR SPECIALTIES

- (1) Catalogues
- (2) Booklets
- (3) Trade Papers
- (4) Magazines
- (5) House Organs
- (6) Price Lists
- (7) Also Such Printing as

Proceedings, Directories, Histories, Books and the like.

Our Complete Printing Equipment, all or any part of which is at your command, embraces:

TYPESETTING
(Linotype, Monotype and Hand)

PRESSWORK
(The usual, also Color and Rotary)

BINDING
(The usual, also Machine Gathering, Covering and Wireless Binding)

MAILING
ELECTROTYPING
ENGRAVING
DESIGNING
ART WORK

If you want advertising service, planning, illustration, copy writing and assistance or information of any sort in regard to your advertising and printing, we will be glad to assist or advise you. If desired, we mail your printed matter direct from Chicago—the central distributing point.

Proper Quality

Because of up-to-date equipment and best workmen.

Quick Delivery

Because of automatic machinery and day and night service.

Right Price

Because of superior facilities and efficient management.

Our large and growing business is because of satisfied customers, because of repeat orders.

We are always pleased to give the names of a dozen or more of our customers to persons or firms contemplating placing printing orders with us.

Don't you owe it to yourself to find out what we can do for you?

Consulting with us about your printing problems and asking for estimates does not place you under any obligation whatever.

Let us estimate on your Catalogues and Publications.

We are strong on our specialties
Particularly the Larger Orders

USE NEW TYPE

For CATALOGUES
and ADVERTISEMENTS

We have a large battery of type casting machines and with our system—having our own type foundry—we use the type once only, unless ordered held by customers for future editions. We have all standard faces and special type faces will be furnished if desired.

Clean Linotype and
Monotype Faces

We have a large number of linotype and monotype machines and they are in the hands of expert operators. We have the standard faces and special type faces will be furnished if desired.

Good Presswork

We have a large number of up-to-date presses—the usual, also color presses and rotaries—and our pressmen and feeders are the best.

Binding and Mailing
Service

We have up-to-date gathering, stitching and covering machines; also do wireless binding. The facilities of our bindery and mailing departments are so large that we deliver to the post office or customers as fast as the presses print.

Rogers & Hall Company

Polk and La Salle Streets

CHICAGO, ILLINOIS

TELEPHONE WABASH 3381—LOCAL AND LONG DISTANCE

Government to Centralize Its Buying

Drastic reorganization of the buying departments of the U. S. Government are expected to cut operating expenses one million dollars a day. 287 printing plants now operated by government to be "snuggled up" to save duplications in operating, mailing and purchasing. Status of U. S. Patent Office in doubt. Other changes that concern sales managers.

WHEN you have a sub-cellar-to-cupola shake-up in the organization of the biggest buyer in the market, you are reasonably certain to have some reaction in salesdom. The grand upheaval in the Federal business establishment that appears to be imminent, therefore takes on direct significance for marketing interests. It is an administrative house cleaning that has been repeatedly threatened but as often postponed. The action by Congress in December, 1920, makes it reasonably certain, however, that we shall have at last, and at no distant date, the first and only overhauling of the executive machinery at Washington that has been attempted since Uncle Sam set up in business.

It should, perhaps, be mentioned that the promised drastic reorganization of the U. S. Government has nothing whatever to do with the impending change in political administration as a result of the elections last November. The change in management at the White House will, of course, bring its own innovations, with more or less radical changes in policies, as, for example, the changes in policy at the Post Office Department. But all that is separate and apart from the permanent reorganization. Likewise is the impending rearrangement of the Federal organization chart distinct from the inauguration of the "budget system" of governmental appropriations, albeit both are in harmony and in the direction of progress.

To Put An End to Duplication

To make a long story short, it may be said that the sweeping reorganization of the government Departments and independent bureaus is designed primarily to put an end to the duplications of work and the overlapping of jurisdictions that has gradually reached appalling proportions, resulting not only in lost motion but in friction that has interfered with administrative efficiency. How much "doubling" of effort there has been may be surmised from the fact that it is expected that the reorganization will cut Uncle Sam's operating expenses more than one million dollars a day. The probability is that the government will emerge from the ordeal with as many Departments as at present. There might even be more if, for example, there should be added the proposed Department of Public Works wherein would be assembled a number of the governmental activities that have most intimate contact with the processes of marketing. The gain would come, through the elimination of duplication of work, which would, in turn, release a certain proportion of the present excessive and unwieldy army of government employees, and through the bringing into close re-

lationship of bureaus and agencies that ought to be intimately associated, for the sake of the most effective effort, but which have heretofore attained less than 100 per cent of efficiency because separated and scattered in illogical environment.

Sales managers will experience two separate reactions if the reorganization of the government is carried out as per program. On the one hand, there will be the readjustment of Federal buying habits that will result from a complete new line-up, with requisitioning and buying authority vested in new quarters. The new status of Uncle Sam, as a buyer of pretty nearly everything under the sun, will be the more marked because the reorganization, as sketched, contemplates as one of its features the development of a central purchasing agency that will standardize specifications and concentrate buying to a degree never attained by Uncle Sam's General Supply Committee which has, in recent years, made an auspicious beginning in the direction of uniformity of merchandise and mass purchase.

It Would Make a Preacher Cuss

On the other hand, the consequences of tearing down and building up of the Federal executive structure will be communicated to sales managers in the guise of a wholly new arrangement of the sources of information on which sales managers depend. It will be as though a new directory were posted at the door of U. S. & Co. and every caller was required to figure out anew whom he desires to see instead of going direct to a familiar office. There will, however, be ample compensation, it is promised, for any such temporary inconvenience, in the consolidation of governmental activities that should, by nature and purpose, be closely allied.

One of the causes of profanity in the past, on the part of sales managers who have drawn upon Uncle Sam for sales "tips" has been the necessity of seeking information in several different quarters,—and perhaps not being sure, at that, in just which direction to turn. It has been possible, of course, for a sales manager to direct a request to some one source of information at Washington and, even though his guess has been wrong, to have the request referred from one office to another until eventually the desired data was forthcoming. But that is, to put it mildly, a time-consuming process. For the matter of that, the red tape to be unwound in consulting direct several different bureaus, in as many different Departments, is calculated to make the average sales manager a rooter for a regrouping that will link up related government activities.

Best of all the blessing though, that it is prophesied will follow in the train of the wholesale shake-up, is avoidance of that confusion that has too often in the past resulted from duplication of government work. To illustrate, let us take the consequences of the fact that certain bureaus in the U. S. Department of Agriculture have been compiling statistics of production and consumption that parallel statistical stunts of the U. S. Census Bureau. Sales managers, drawing information from both sources have sometimes found that the figures did not jibe. Or, in the event that certain classes of information were obtained from one governmental source and this data be supplemented from other sources it might happen that the two statistical exhibits did not dovetail as they should. Again, statistics of production have been separated from the statistics of marketing and distribution with which they should, by rights, go along, and in the case of certain basic commodities, upon which many industries depend, there has been no translation of gross output into the "net" of commercial or marketable surplus. The catching up of such loose ends is a goal in the governmental reorganization project, as well as the rescue of misplaced units in an organization that has, like Topsy, "jes growed".

Patent Office to Be Shaken Up

Aside from what the big reorganization will do for sales managers in simplifying their means of contact with the government it will afford some instructive object lessons for every sales executive who finds one of his chief responsibilities in the production or purchase of printed matter. A prime purpose of the shake-up at Washington is to boil down the government's publishing program and to co-ordinate the government printing plants with a view to saving money on the purchase of paper, etc. While the operations of the world's greatest printer and publisher may be geared rather high in comparison with those of the average private producer of trade literature it is plausible that the investigations and reforms that Uncle Sam will institute will furnish some morals for everyday sales managers. By the by, one of the chief problems of "snuggling up" Uncle Sam's 287 separate printing plants involves determination of the extent to which segregated operations in duplicating, addressing, mailing, etc., may profitably be consolidated.

For sales managers who are interested in the protection of industrial property and the safeguarding of good-will not

the least interesting phase of the contemplated shake-up is to be found in the question of what is to become of the U. S. Patent Office. One proposal, put forward by Senator Medill McCormick, of Illinois, is that the Patent Office be transferred from the Department of the Interior to the Department of Commerce, which latter affords the one best point of contact between the government and business. An alternative suggestion is that Uncle Sam's clearing house for patents, trade-marks and commercial copyrights be made a separate institution so that it could function unhampered and with the adequate personnel and equipment to which it is entitled, seeing that it is a self-supporting enterprise.

We assure you that we appreciate the helpfulness and good selling ideas with which SALES MANAGEMENT is always filled, and look forward to the next twelve months in anticipation."—Clarence W. Payne, The Kemper-Thomas Company.

How I Fix Export Prices

By A. C. Marquardt

Export Manager, The Conklin Pen Manufacturing Company

OUR export prices are figured as follows: our basic prices are the same as our domestic prices from which we grant discounts slightly more favorable than the discounts granted in this country. In return for this slight increase we require the purchase of a larger assortment.

Our discounts vary according to the amount of the order, but we only have three discounts, consequently the purchase of the customer comes under one of these three discount classifications. All of our prices are quoted F. O. B. Toledo, Ohio, U. S. A., which means that the customer pays the transportation

charges, insurance and duty. In order that his profit may not be affected and thus encourage him to push Conklin Crescent-Filler fountain pens, we increase the retail selling price 50c per pen.

Inasmuch as our product is sold by mail our selling expense is confined entirely to our office organization, which at the present comprises about fourteen people. Of course we make allowance for traveling expenses for periodical trips such as the writer took in the spring of this year.

The traveling expenses of a novice in foreign countries is naturally heavy but a seasoned traveler soon finds the ropes and is able to travel much cheaper. In proportion to the amount of business obtained as a result of my first trip would say that the traveling expense was approximately 7% of the business that comes from that territory during the year. In handling our foreign business we have our expenses classified so we know exactly how much profit we make every month. In general our sales expense is much lower than our domestic sales expense.

Under existing conditions it is advisable to make all quotations F. O. B. factory but in order to intelligently present a product to a prospect he should be informed as to the duty, transportation charges, and other items of expense that would be incurred from the time the goods leave the factory until they reach the consignee. In this way the prospect would be able to determine whether or not he could purchase such a product and make a profit in keeping with his ideas. Naturally as world readjustment takes place there will be greater competition from other countries and it is therefore advisable that an analysis be made of market conditions so that a selling policy can be adopted that is acceptable to the trade.

Where a commodity is bulky it is necessary to pack same in as small a space as possible in order to keep the freight charges down to a minimum and also to avoid overpayment of duties in certain countries where the customs tariff calls for an assessment of duty based on cubic measurement. In some countries the duty is assessed on an advalorem basis which, of course, simplifies that feature of an export transaction.

If the expense for packing is greater than the domestic expense a sufficient increase should be made in the price to cover such additional cost. There are a great many details entering into this phase of exporting that it is almost impossible to cover in a letter but it is possible the suggestions above mentioned may bring forth additional specific questions directly applicable to export problems.

RECONSTRUCTION

The seller's market is definitely past. "Allotment" is an obsolete word. The problem confronting the executive is no longer that of production, or of making diplomatic excuses. Old markets must be developed, new outlet fields must be sought. The Director of Sales is coming again into his own, but he must meet the demand upon him with new sales strategy. He must be the General who literally maps out the sales campaign.

BLUM'S "SALES MANAGER'S ATLAS"

is indispensable in solving these problems

Because

It classifies the towns from the Sales Manager's standpoint—whether industrial, agricultural, suburban, university or mining, also giving the leading industries, so you can judge the consuming capacity of each town.

It differentiates between main lines of railroads and branch lines, so that your salesmen can be most economically routed. Distances between towns are given, thus offering an effective check on traveling expenses. You can see at a glance the accessibility of a town, so that you can pass upon conflicting territorial claims.

We shall gladly assist in applying our Atlas to your own individual requirements

Price Complete

Linen Paper, \$20.00

Lacquered surface paper, \$40.40

Ask for Catalog F.

The lacquer permits marking in any color and erasing without injuring the surface of paper. It eliminates the expense and space requirement of a pin cabinet.

BLUM MAP COMPANY

Commercial Map Specialists

7 West 29th Street, New York City

Purchase a pocket edition of our Individual State Maps from your local stationer. Price 25c each.



Personal Items



This corner has been set off to keep you informed of the movements of your friends and co-workers in the sales field. Help us to make it complete by sending in such personal items—especially new appointments—as you think would be of interest.

L. D. WOODRUFF, former president of the Monitor Stove Company; W. L. MC GRATH, former vice president; KERNEY MCKANN, traveling sales manager and W. J. DOYLE, inventor and designer of the original pipeless furnace; as well as S. F. HETHERINGTON, are now associated with The Williamson Heater Company of Cincinnati, makers of the "Homaker" pipeless furnace. Mr. Hetherington is the sales promotion manager.

When the National Lead Company of California took over the ammunition department of the American Smelters Securities Company, San Francisco, WM. B. STADTFELD, who had been sales manager of that company for eleven years, became associated with the National Lead Company as sales manager of the ammunition department.

M. M. GOTTLIEB, formerly western manager of the Napier Saw Works and more recently manager of the New York office of the Victor Saw Works, has been made general sales manager of the Woodstock Mfg. Company with headquarters at Rochester.

E. D. CAMBON has resigned as sales manager of Schmidt & Ziegler, Ltd., New Orleans, wholesale grocers, to become sales manager of the Interstate Wholesale Grocery Company of New Orleans, one of the largest chains of wholesale groceries in the South.

The Medford Woolen Manufacturing Company, Medford, Mass., has appointed GEORGE MOELLER sales manager. Mr. Moeller was formerly with Carson, Pirie Scott & Company, Chicago.

C. W. REED has severed his connection with Wm. H. Luden, manufacturing confectioner, Reading, Pa., and joined the staff of Kibbe Brothers Company of Springfield, Mass., confectioners, as sales promotion manager.

L. W. BLODGETT of the sales staff of O. W. Richardson & Company has been made sales manager, relieving L. S. TIFANY, president of the company, who had assumed charge of sales, temporarily.

A. E. GUNDELACH, sales manager of the DeVry Corporation, Chicago, makers of motion picture machines, has been made vice-president in charge of sales.

VERNEUR E. PRATT, formerly advertising manager of McKesson & Robbins, Inc., New York, wholesale druggists, is now president of the Topics Publishing Company, New York, publishers of *Drug Topics*.

The California Associated Raisin Co., Fresno, Calif., growers of "Sun-Maid" Raisins, is replacing its broker representatives with its own sales offices in the principal distributing centers of the country. F. W. DELANEY, recently sales manager of the canned goods department of Cudahy Packing Company of Chicago, will be district manager at New York; JNO. M. HILL, formerly sales manager of the canned meat department at Morris & Company, Chicago, will be in charge of the central territory with district office at Chicago; D. H. HEWITT, heretofore a sales representative of the California Associated Raisin Company will be in charge of the Kansas City district and E. M. WALKER, former district manager of Thomas J. Lipton, Inc., will be at Denver in charge of the Rocky Mountain district. W. R. ODOM, from the main office at Fresno, will open the Atlanta branch.

L. C. ROCKHILL, sales manager of the Goodyear Tire & Rubber Company, Akron, and at one time manager of salesmen for that company, has been elected a member of the board of directors, succeeding J. P. LOOMIS, resigned.

CHESTER F. CRAIGIE, formerly manager of the "Educator" sales department of Rice & Hutchins, Inc., Boston, and more recently general sales manager of Ames, Holden, McCready, Ltd., Montreal shoe manufacturers, has resigned to join the Dominion Advertisers, Ltd., Montreal. Mr. Craigie will be vice president in charge of sales and promotion work.

E. ZINSMEYER, associated with the Frank Adam Electric Company, St. Louis, Mo., for twenty years, resigned as sales manager to accept the management of the Electrical Warehouse, Inc., Detroit. P. RABON succeeds Mr. Zinsmeyer at the Frank Adam Company.

ALLAN L. FIRESTONE, until recently vice-president of Corning, Inc., advertising agency, St. Paul, has withdrawn to accept the position as sales and advertising manager for the Elektrik-Maid Bake Shops, St. Paul.

B. T. BABBITT, manufacturer of soaps, etc., New York, announces the appointment of W. B. CRAGIN as sales manager. Mr. Cragin, until recently, was assistant sales manager for the Borden Company, New York.

GEO. C. VAN AMBER, formerly one of the Detroit salesmen for the Grennan Cake Corporation, has been made resident manager of the Milwaukee territory. This has been previously handled by WALTER LAKE from the Chicago office.

Sales Management

is the only publication in its field belonging to

Audit Bureau of Circulations

Gross Circulation
February Issue

8,000 Copies A. B. C.

Advertising Rates
Full Page, \$75
Half Page, \$40

Letters to Salesmen

Send your salesmen my stimulating weekly letters. One month's trial service, \$1.00. House Organ and Sales Bulletin Contributions furnished at a moderate charge.

JOHN J. LUTGE

Sales and Advertising Counselor
265 Ninth Ave., New York City

RUTHRAUFF & RYAN INCORPORATED ADVERTISING

404 FOURTH AVE. at 28th ST., NEW YORK
CHICAGO: 30 NORTH MICHIGAN BOULEVARD
BALTIMORE: 209 NORTH LIBERTY ST.

Handy Expense Books

For Traveling Salesmen

Save time and trouble for salesman and book-keeper because they eliminate all carrying forward and reduce the possibility of error. For weekly accounts.

100—\$ 3.00 charges paid
500—13.75 f. o. b. Richmond
1000—25.00

Sample Free.
GARRETT & WASSIE, Inc., Publishers
P. O. Box 1837-D, Richmond, Va.

18 Ideas in Every Issue

Send 50c for year's subscription to quarterly **SELLING AID**—with 72 business-winning plans for stimulating sales, following up—to aid salesmen, help dealers, get mail order results, collect—ideas for letters, house organs, bulletins, enclosures, postcards.

Proofs of new advertising cuts free!

1300 Jackson Blvd.
SellingAid CHICAGO

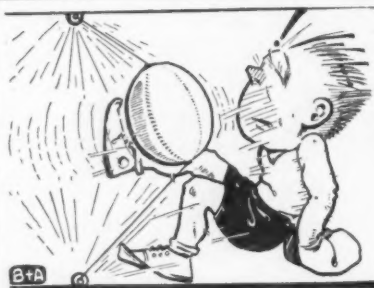
NORVAL HAWKINS'
Latest Book

"Certain Success"

is now ready. It supplements his other book, "THE SELLING PROCESS," which the big ones call "the world's best" on selling. Hard to believe, but there really are a few salesmen and sales managers who aren't interested in what goes on in the mind of the man who was Sales Manager of the Ford Motor Co. during the 12 years of its phenomenal growth. "CERTAIN SUCCESS" is \$3.75 postpaid—money back on request. If you prefer, use or copy the coupon below. If you want "THE SELLING PROCESS" also, price \$3.75, add the words "Send T. S. P. on same terms."

E. M. DUNBAR,
1916 Rowena St., Boston 24, Mass.
You may send me "CERTAIN SUCCESS" postpaid on approval and within one week of its receipt I will either send you \$3.75 or return it.

Name _____
Address _____



**—the striking thing
about the
Butler & Alexander
"Dingbats"**

is the fact that each one of them was created with a definite constructive idea in mind.

They were made for use in salesmen's bulletins, house organs, direct mail and general advertising.

Write

for a proof-sheet of
50 of these dingbats!

Butler & Alexander
Commercial Cartoonists

431 S. Dearborn St., Chicago

With the recent merger of the Barrett Company and the Allied Chemical Company several changes have been made in the executive staff. THOMAS M. RAINHARD, formerly vice-president and general manager of the Barrett Company has been elected president, succeeding WILLIAM HAMILIN CHILDS, resigned. WILLIAM N. MCILRAVY has been made chairman of the board, to succeed EVER-SLEY CHILDS, also resigned.

Edgar T. Ward's Sons Company, Chicago, steel merchants, announce the appointment of E. B. LAPHAM, formerly western sales manager, as general manager, and H. L. EDGEComb to succeed Mr. Lapham. Mr. Edgecomb has been in charge of the Philadelphia branch for several years, and was instrumental in raising the sales to a point where that branch ranks first instead of fourth.

J. K. DOWNING, advertising manager of Frankel, Frank & Company, Kansas City, makers of "Regina" hats, has left that firm to become associated with the Western Envelope Manufacturing Company, Kansas City.

The Knox Tire & Rubber Company, of Mount Vernon, Ohio, has made A. S. HETZELL general sales manager. Mr. Hetzell was formerly associated with the Republic Motor Truck Company and the Diamond Rubber Company.

P. HAMERSTEN, for ten years connected with the Proctor & Gamble Distributing Company and for the past five years of which was district sales manager for the Kansas and Minneapolis districts, severed his connection with that company and on January 1st became secretary and treasurer of the L. L. Raymer Company, Inc., Seattle, Wash., wholesale marketers of food products.

WILLIAM C. DURANT, formerly head of the General Motors Corporation, whose holdings of stock in that corporation were recently taken over by the DuPont-Morgan interests, after which he resigned as its president, has again entered the automobile field through the formation of a new company. These facts became known recently when a charter was filed at Albany, New York, for the Durant Motors, Inc., of Manhattan. The new car which will be manufactured by this company will be a four cylinder machine, and will sell for less than \$1,000. A plant for the manufacture of the car will be located in the middle west. Names of officers and directors of the new corporation have not been announced, although it is known that Mr. Durant will be at the head, probably as president.

The Norwich Pharmacal Company announces the appointment of E. H. RUTLEDGE as manager of their Chicago branch, succeeding W. G. PECKHAM, who has been elected president of the company with headquarters at Norwich, N. Y. Mr. Rutledge was formerly general manager of Jno. T. Milliken & Company, St. Louis, Mo., pharmaceutical chemists.

**How Goodyear Pick
Salesmen**

(Continued from page 230)

salesmen who seem to be making a good record? It is difficult to find two concerns manufacturing or selling the same nature of product, who train or handle their salesmen in the same manner. The salesman becomes familiar with the methods of one concern and proves a marked success. Then, due to misunderstandings, (which could have been fixed up, if the company had the proper supervision of sales personnel) the salesman goes with a competitor. Often this change proves disastrous both for the salesman and the competitor. The writer has been responsible in many, many instances for showing a man the road to success with his present company. This work was always my most pleasant in my connection with two large companies, both as an employer of salesmen, and in the conduct of a sales and advertising employment service for several years. In numerous instances when in private employment service work I have had men come to me seeking new connections, their prime reason being that some other salesman with his firm had received a raise in salary, and he did not, although he had been earning more for his company than the fellow whose salary was raised. Strange as it may seem, in many cases, the grieved salesmen's viewpoint was the correct one, but he was too proud to go to his superiors and complain. In nearly every instance these matters were amicably ironed out, and the salesman saved to his company—both he and the company being satisfied and happy over the outcome.

May I say right here that my experience covering dealings with hundreds of concerns, leads me to believe that entirely too many increases are made on the basis of seniority, rather than on accomplishment. I refer particularly to those concerns paying straight salaries. This process continually followed over a period of years, will absolutely produce a "soft sales force"—some aggressive concern will secure the profitable business. No concern can progress in the present "buyer's market" who follows this practice. Definitely answering the question about employing competitor's salesmen; I do not believe it is a good policy to employ a competitor's salesman—by that I mean—to deliberately go after a competitor's salesman, taking him away with the lure of more money, or a more attractive proposition. Most often, it does not prove to be successful.

(7) Do you keep a record of turn-over and does the ordinary analysis of salesmen's turn-over give you a true picture of your success in selecting salesmen? Decidedly no! Any sales manager can discharge a salesman and any salesman can resign. This end of it cannot be controlled. However, you can control turn-over to a great extent in the following way.

(1) By not expecting a new salesman to perform the seemingly impossible, simply because Bill Jones (whom you have promoted) did so. Give the new fellow a real chance.

National Salesmen's Training Association
CHICAGO, ILLINOIS

Suite 515-27 Monadnock Building

National Salesmen's Training Association, Employer's Service Dept.
Suite 515-27 Monadnock Building, Chicago, Ill.

Without obligation, please give us the particulars about members
of your association for whom you are seeking sales positions.

We plan to employ additional Salesmen. How many?.....

Territory

Firm City.....

Street.....

Line..... Manufacturer..... Wholesale House.....

The Coupon Will Put You in touch with a Good Salesman

Good Salesmen are yours to command—and when we say GOOD we mean it. For the past fourteen years we have been supplying America's leading Manufacturers and Wholesalers with Salesmen—not as an Employment Agency, but as an Educational Institution that specializes in training men for positions as City and Traveling Salesmen and in rendering a definite and FREE SERVICE to Employers in securing Salesmen.

May we help you? If you need one good Salesman, ten or twenty, there is no doubt but that we can. And here is the reason: The men who have enrolled with us have proven they are ambitious and progressive. Many of them have had Selling experience—the others have been well trained in the Fundamentals of Scientific Salesmanship. They are all clean-cut fellows ranging in age from 18 to 60, and every one of them is selling or anxious to get out and sell.

Send for a Sample Copy of Salesology

If you haven't seen a copy of Salesology then you have missed a treat. It is, without a doubt, the liveliest, peppiest little publication in the class field. Already several thousand endorsements of the highest type are in our files and we are proud of them.

Send for a sample copy. Give yourself a treat. Spend an hour with this remarkable publication. Then, if you want more, it will only cost you one dollar a year.

Hundreds of concerns are subscribing for bulk lots to distribute to their salesmen. So there must be something to it.

No Cost or Obligation

No matter what your requirements are, we are in a position to take care of you. We have listed with us Salesmen of all types and nationalities, experienced and inexperienced. They have had practical experience in all lines of business and have added to their previous qualifications a thorough knowledge of Scientific Salesmanship.

In accepting this Service you do not obligate yourself to employ those we recommend to you. We refer to you only those whom we consider are especially qualified to sell your line, and, if you so designate, will recommend only those who have had practical experience. There is ABSOLUTELY NO CHARGE—either to you or to our Members.

Many N. S. T. A. Members today are "star" producers for leading Wholesalers and Jobbers—and we have just as good men to refer to you as we have had in the past. They enrolled with us to better themselves—and you will find no keener Salesmen no matter where you look for them. AND THEY KNOW HOW TO SELL.

*Just fill in and mail the Coupon above
or write us in confidence*

National Salesmen's Training Association

No. 53 West Jackson Boulevard

Chicago, Ill., U. S. A.

Observations

By Ed. Shanks

A publisher reports that the hardest question he ever was asked was one just received: "How many cows are there in the United States?" He further states: "I could not satisfactorily answer the question so I had to shoot the bull."

Speaking of over-selling, over-statement, over-enthusiasm and over-eagerness, C. F. Smythe says: "Don't let the over put you under!"

Ever since Nero played havoc with Rome and made the fiddle famous as the city burned, some salesmen have been fiddling away their time waiting for another city to blaze away.

The Royal Typewriter Company tells their salesmen: "You will make a mistake but do not respond to an encore."

Usually Kept Secret

One of the best methods of keeping the company's name before the trade is to grasp every opportunity to run a news item in the trade papers. A zealous advertising manager in a New England manufacturing industry inserted a notice in a prominent magazine to the effect that a certain executive "left on a fortnight's trip to Cuba for the purpose of studying business conditions". Leaves too much to the imagination.

The sales manager of a leading vacuum cleaner manufacturer gives his salesmen some good advice regarding selling to the housewife. He says: "Remember that the English language is called the Mother Tongue because a woman always has the last word."

Edward H. Hurley, in a recent number of Collier's, explains the simplicity of applying modern efficiency to organization. He claims that, according to efficiency experts, to properly lay out an organization all one has to do is to draw a circle around a dollar to represent the president next take your half dollars, place them in a row under the dollar circle and after running a circle around each, name them for the principal executives, then with quarters indicate subordinates and when quarters begin to give out, fill in the chart with dimes until your money is exhausted.

In several instances the courts have ruled that it is unfair competition for a concern to imitate a competitor's sales literature. In the case of Elbs vs. Rochester Egg Carrier Company the court ruled that it was unfair to publish literature so similar in language, sequence and expression of ideas, arrangement of type and illustrations as to cause the reader to confuse it with an earlier business of the same character.

SALES MANAGEMENT

Personal Service and Supplies

Rates: 25c a line of seven words; minimum \$2.00.

SALES EXECUTIVES WANTED

WANTED—District Sales Manager for Philadelphia office—manufacturers line highest quality. Sold through the trade and direct to business houses. Territory includes eastern Pennsylvania, Maryland, Delaware, New Jersey. Commission basis. No limit to earnings. Reference, experience, age are required. Address Box 234, Sales Management.

WANTED—District Sales Managers. Must be high class specialty salesmen for offices to be established in Minneapolis, Philadelphia, Pittsburgh, Kansas City, Southern Territory. Manufacturers line highest quality. Commission basis. Reference, experience, age required. Address Box 237, Sales Management.

POSITIONS WANTED

Mr. Business Man: You ask. Can you produce results? Do you possess the necessary initiative, persistency, endurance, in addition to the practical knowledge and experience in selling? Have you successfully directed a sales force, figure prices, etc.? These are natural interrogatories that enter your mind when selecting someone to direct the sales of your organization; to all of which I can answer in the affirmative.

My university education, coupled with business experience over a period of fourteen years, makes me confident that I can be of service to a progressive firm and desire the opportunity of "showing you." Submit your proposition NOW and let's get together. Box 231, Sales Management.

SALESMEN WANTED

GILT EDGE SPECIALTY SALESMAN. For the past twenty-six years we have been manufacturing and selling with great success various money-making machines. 1920 was the biggest year we have ever had—our salesmen made more money than any previous year. We have just enlarged our line by adding two new money-making machines. We now have over a million prospects for our proposition in the United States. The immense increase in our field makes it necessary to enlarge our sales force. If you are looking for a proposition that will enable you to make all the way from five to fifteen thousand dollars a year—this is it. Our men work on straight commission, therefore get the benefit of all the business they produce. Jno. R. Moore, working on the west coast, made \$30,000 in commissions last year.

Our plan of practical co-operation, backed by magazine advertising, trade paper, and direct-by-mail campaign, covering the entire United States and Canada, assists you in selling. Give full information in your first letter. Address H. E. Steiner, Gen. Sales Mgr., 1557 Van Buren St., Indianapolis, U. S. A.

SALESMEN—Specialty side line men who are convincing talkers to sell fifty different articles of Display Fixtures to all kinds of business. Fifty to One Hundred Dollars a week can easily be made. No samples to carry. Universal Fixture Corporation, 135 West 23rd St., New York City.

PRESS CLIPPINGS

We read and clip for thousands of busy people the best things on any subject appearing in the current daily and weekly newspapers. Send stamp for booklet or write us what you want and our readers will get it for you. Consolidated Press Clipping Co., 431 S. Dearborn St., Chicago.

A Sales Manager With Successful Shoe Experience is Wanted by a

boot and shoe manufacturer doing a large national business.

The house is one of old standing and the line is popular priced and well established.

The chief executive is young, forceful and progressive, and places proper value on men who do things.

Price will not get this job, but real, red-blooded proven ability will.

If you have had actual selling experience yourself—

If you can show the other fellow how to do it—

If you know the details of successful sales management, from analysis to quota accomplishment—

If your credentials are right—and if you are a leader of men—

Then give full details about yourself and believe they will be treated with entire confidence.

Address Box No. 239, Sales Management